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ABSTRACT

In September 1986, a comprehensive labor market survey of Santa Cruz County, California, was conducted by Cabrillo College to assess the employment and training needs of business leaders in the county. Questionnaires mailed to 428 randomly selected businesses and services yielded the following findings: (1) the service and retail industries were expected to experience the greatest amount of growth; (2) job opportunities were projected to occur most frequently in the areas of service, clerical and office, and labor; (3) job openings as a result of retirements and replacements were not seen as an important source for employment opportunities; (4) the increasing numbers of women and minorities in the workforce were seen as having specific training needs; (5) small businesses which had operated for 6 or more years in Santa Cruz County demonstrated the greatest employment and training needs; (6) businesses expressed the need for short-term, on-site training programs, which would be flexible to their immediate employment and training needs; and (7) employers expressed satisfaction with the supplemental education provided by community colleges and adult education programs. The survey instruments are appended. (LAL)

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PROJECT EMPLOYMENT

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PROJECT EMPLOYMENT REPORT: A LABOR MARKET NEEDS ASSESSMENT OF SANTA CRUZ COUNTY

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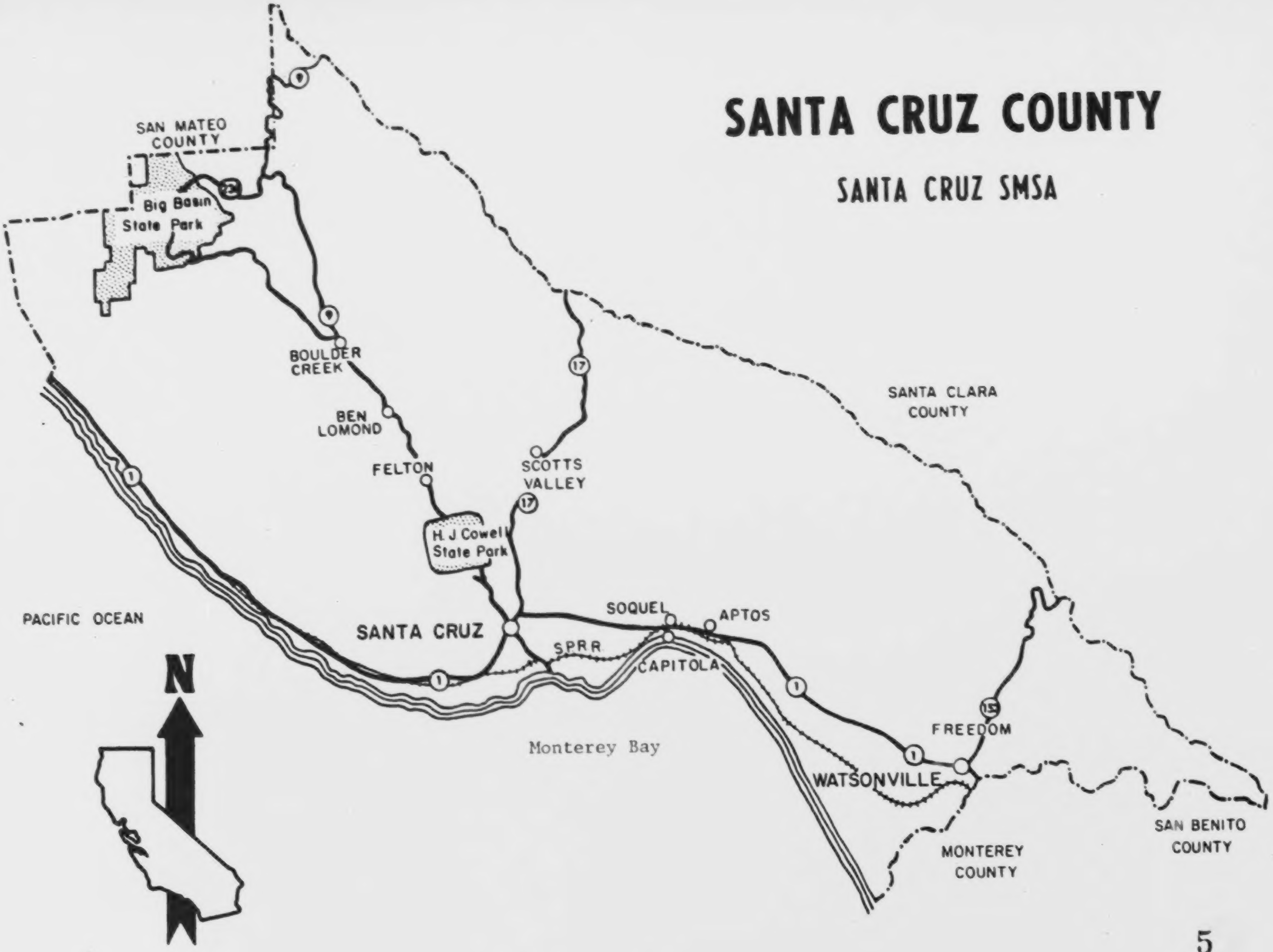
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PROJECT EMPLOYMENT

PROJECT EMPLOYMENT REPORT:
A LABOR MARKET NEEDS ASSESSMENT OF SANTA CRUZ COUNTY

SUMMARY

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PROJECT EMPLOYMENT

Executive Summary

Project Employment, completed in September 1986 by Cabrillo College, was a comprehensive labor market survey of Santa Cruz County. The goal of the study was to assess the employment and training needs of business leaders in the county. Four hundred and twenty eight businesses and services in Santa Cruz County were randomly selected for inclusion in the study. Responses were obtained by a mail questionnaire.

Major findings and recommendations submitted to the Santa Cruz County Private Industry Council and Chancellor's Office for California Community Colleges were as follows:

Employment and Training Needs

* The industries of Service and Retail will experience the greatest amount of growth.

* Job opportunities will occur most frequently in Service, Clerical and Office and Labor.

* Job openings as a result of retirements and replacements will NOT be an important source for employment opportunities.

* Women and minorities are increasing in the work force and need to be recognized as having specific training needs.

* Small businesses, which have operated for six or more years in Santa Cruz County, have demonstrated the greatest employment and training needs.

Employers Perception of Training Providers

* Businesses need training providers to develop short term, on-site training programs, and be flexible to industries' immediate employment and training needs.

* Employers were most satisfied with Community Colleges and Adult Education for supplemental education. These programs were under utilized indicating a need for vigorous promotion and marketing.

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INTRODUCTION

Project Employment, completed in September 1986, was a comprehensive labor market survey of Santa Cruz County sponsored by Cabrillo College, the State of California Employment Development Department, the Santa Cruz County Human Resources Agency, Santa Cruz area Chambers of Commerce, and the Santa Cruz County Private Industry Council. The goal of the study was to assess the employment and training needs of employers in the county. Results of Project Employment will be utilized in determining the allocation of future training funds, modifications of existing training programs and the development of new programs. The long range goal is to provide a greater pool of trained personnel to meet labor market demands in Santa Cruz County.

PERSPECTIVES

Rapid changes in technology within business and industry is demanding that employees and prospective employees obtain new skills to meet job requirements. This situation has led to a greater need for linkage between business, government and educators. Although a spirit of informal cooperation has existed between education, business and government in Santa Cruz County, a formal and comprehensive labor market needs assessment had not been conducted. This placed the training providers and businesses at a disadvantage in their attempts to accurately determine training and employment needs. The results of Project Employment are anticipated to meet this demand.

Major questions to be answered by this study are:

1. What are the current characteristics of the labor market in Santa Cruz County?
2. What are the current employment and training needs of the labor market in Santa Cruz County?
3. What are the employers' perceptions of Santa Cruz County training providers?
4. What are the employers' future expectations of employment and training needs in Santa Cruz County?

METHODS

Four hundred and twenty eight businesses and services in Santa Cruz County were included in Project Employment. Companies were selected using a stratification based on occupations. Those industries that were known to have small populations were sampled in their entirety. A mail questionnaire was distributed to these companies during January, 1986. Results of the survey were subsequently categorized and tabulated.

RESULTS

I. CURRENT CHARACTERISTICS AND COMPOSITION OF THE LABOR FORCE.

- The largest industries and employers in Santa Cruz County were found in Retail and Service. Manufacturing accounted for the third largest group.
- The majority of companies have existed in Santa Cruz County for over ten years.
- The majority of businesses in Santa Cruz County employed less than 100 people.
- Large businesses (over 500 employees) accounted for only 2% of all companies in the sample; large businesses were found in the Financial, Services and Government areas.
- From 1980 to 1986, the percentage of women in the work force increased from 43% to 52%.
- From 1980 to 1986, the percentage of whites in the work force decreased from 83% to 77%.
- From 1980 to 1986, the percentage of minorities in the work force increased from 17% to 22%.
- The occupations with the highest rates of employment were:

Professional (23%); Clerical and Office (21%); and Service (13%).

2. CURRENT EMPLOYMENT AND TRAINING NEEDS

* Recruitment sources used most frequently for hiring were employee referrals (51%) and newspaper ads (51%).

* Most of the employees in Santa Cruz County obtained their employment training from a community college or university (44%).

* The preferred source for supplemental training by employers was On The Job Training (74%).

* In the Service industry, Adult Education, Community Colleges, and On The Job Training provided the greatest amount of supplemental training.

* In Retail, Adult Education, On The Job Training and Private training programs provided the greatest amount of supplemental education.

* In Manufacturing, Adult Education, Community Colleges, and On The Job Training provided the greatest amount of supplemental education.

* Sources for continuing education most supported by employers were: In-House Training (49%), Vendor Sponsored Seminars (38%) and College Courses (34%).

* The most frequently used incentives for continuing education were providing a flexible work schedule (42%) and company payment of tuition (36%).

* Childcare (1%) and job advancement (8%) were virtually unused as incentives for continuing education.

* Most employers felt that their employees were adequately prepared in office skills (48%), reading and writing skills (41%) and human relations (38%).

3. EMPLOYERS PERCEPTIONS OF TRAINING PROVIDERS

* Employers were marginally satisfied with the training programs in Santa Cruz County (40% - satisfied; 35% less than satisfied; 25% - no response).

* The majority of employers (60%) were satisfied with supplemental training provided by Community Colleges.

* Most employers (59%) were satisfied with the supplemental training provided by Adult Education.

* 43% of the employers were satisfied with the supplemental training provided by Private Training programs.

* 40% of the employers were satisfied with the supplemental training provided by On The Job Training.

* Employers who supported College training, Off-Site Training, or Vendor Sponsored Seminars for continuing education were marginally satisfied with the training programs in Santa Cruz County.

* The majority of employers in Agriculture (80%), Construction and Mining (60%) and Wholesale (75%) were less than satisfied with the training programs in the county.

* Employers in Transportation and Public Utilities (75%), Government (75%), Manufacturing (68%), Finance (67%), Retail (62%) and Services (58%) were satisfied with the training programs.

* Employers liked the variety of training programs available (19%) in the county; 13% of employers indicated no participation in any of the programs.

* Employers did not like the limited number of specialized programs in the county (18%); while 12% of employers had no information.

- Changes desired by employers showed that many had little or no information regarding training programs (62%); better course structure to meet industry needs (23%) and more skilled reliable employees (10%) were needed.

4. EMPLOYERS EXPECTATIONS OF EMPLOYMENT AND TRAINING NEEDS

- Based on 1985-86 employment information, job growth is expected in Service, Clerical and Office and Labor areas.
    - Service hires increased from 13% to 20%.
    - Clerical and Office hires increased from 21% to 26%.
    - Labor hires increased from 4% to 7%.
- Areas showing a decline in job opportunities from 1985 to 1986 are Professional, Management and Administrators and Technical.
    - Professional hires decreased from 23% to 11%.
    - Management/Administrators hires decreased from 8% to 4%.
    - Technical hires decreased from 6% to 3%.
- Growth areas, as indicated by expected new hires this year, are in Retail (29%) and Services (24%).
- Retirements for 1986 are greatest in both Manufacturing (30%) and Services (30%).
    - Of the Manufacturing retirements, only 41% of the positions will be replaced and 36% of the Service positions replaced.
    - Transportation and Public Utilities show virtually no growth (6%) and, when retirements and replacements are considered, a decline is apparent.

- Areas where employees need skill training are: Management/Supervision (26%), Accounting/Finance (23%), Computer Literacy (23%) and Sales/Marketing (21%).

- Employers identified computer literacy as the area most frequently requiring an outside training program (17%).

CONCLUSIONS AND RECOMMENDATIONS

Industry and Occupation Outlook

Most of the findings of Project Employment corroborate data and projections detailed in the *Annual Planning Information* report by the Employment Development Department for Santa Cruz County (May, 1986). There are, however, several notable exceptions.

Data from this study suggest that the largest number of new jobs will be in the Service and Retail industries; specific job categories include Service, Clerical and Office, and Labor. People seeking jobs in Professional, Management and Administration, or Technical industries will be less likely to find employment. In comparison, EDD projections suggest that vigorous growth will occur in the professional and technical workers groups among local firms as well as the addition of new firms in the county (p.1). According to Project Employment, a period of vigorous growth in these occupations does not appear likely.

Data from this study indicate that job openings, as a result of retirements/replacements, will not be an important source for employment opportunities. EDD projections anticipate growth in replacement opportunities. Their conclusions are based on national percentages applied to estimates of local occupational employment. Whereas Project Employment data, as reported by the 428 Santa Cruz County employers, suggests that Manufacturing and Services replacements will not fill retirement openings.

Women and minorities are increasing in the work force and need to be recognized as having specific training needs. Implications for training providers include bilingual education programs and an increase of childcare programs geared especially for small businesses.

Small businesses, which have operated for six or more years in Santa Cruz County, have demonstrated the greatest employment and training needs. Training providers must anticipate these needs and be responsive to this group.

Employment Training Outlook

Most businesses in Santa Cruz County use On The Job Training and In-House Seminars for supplemental and continuing education of employees. These companies are marginally satisfied with county training programs. Businesses in Project Employment need training providers who will develop short term, on-site training programs, and be flexible to industries' immediate employment and training needs.

- Employers were most satisfied with Community College and Adult Education training programs for supplemental education. These programs were under utilized indicating a need for vigorous promotion and marketing.

Most employers in Santa Cruz County do not rely heavily on incentives for continuing and/or supplemental education. The greatest users of incentives were the Service and Retail industries. The most frequently used incentives were flexible work schedules and company payment of tuition. Training providers are encouraged to work closely with employers to develop program scheduling and costs.

The majority of employers had little or no information regarding training programs. Training providers should respond to this need by providing more interaction with business and industry, involve businesses in mutual decision-making, and increase public awareness through effective marketing.

Future Research Recommendations

1. Further study is needed to explain discrepancies between Project Employment results and EDD projections for job opportunities, industry growth and retirement/replacement patterns.

2. Project Employment data show that most employers feel that their employees are prepared in basic reading, writing and speaking skills. These data appear to be contradictory to most available information. Further study is needed to resolve this discrepancy.

3. Due to the low number of farm management and farm workers sampled, it is reasonable to expect that Project Employment did not adequately determine the needs of this occupational group. Future study should be sensitive to this occupational area and provide more information regarding their educational and employment training needs.

4. Future research should focus on the affect of program costs on the utilization of training programs. It appears that employers may be willing to pay for fee-supported courses in order to ensure the availability of convenient, on-site and flexible training programs.

COMPLETE RESEARCH DOCUMENTATION AVAILABLE UPON REQUEST.

DEFINITIONS

OCCUPATIONS

Clerical and Office - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual and directly related to the use of all office equipment and machines.

Craft Workers (skilled) - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work, exercise considerable judgment, and usually receive an extensive period of training.

Laborers (unskilled) - Workers in manual occupations which generally require no special training to perform elementary duties that may be learned in a few days. These workers require the application of little or no independent judgment.

Management/Administration - Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibilities for execution of these policies, and direct individual departments or special phases of a firm's operations.

Operatives (semi-skilled) - Workers who operate machine or processing equipment or perform other factory type duties of intermediate skill level which can be mastered in a few weeks and require only limited training.

Production - Persons engaged in formal training for craft worker - when not trained under apprentice programs - operative, laborer and service occupations.

Professional - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Sales/Marketing - Occupations engaging wholly or primarily in direct selling and promotion.

Service - Workers in both protective and non-protective service occupations. Includes: hospital and institutional attendants, professional and personal service, nurses aides, orderlies, barbers, fire fighters, police, amusement park attendants, public transportation attendants, restaurant and bar personnel and kindred workers.

Technical - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through approximately two years of education from a technical institute, junior college or equivalent on the job training.

INDUSTRIES

Agriculture - Agricultural production (crops & livestock); agricultural services; forestry and fishing.

Construction & Mining - Building construction (general contractors and operative builders); construction other than building construction; special trade contractors; mining and quarrying.

Manufacturing (durable goods) - Electrical machinery equipment; lumber and wood, including furniture; stone, clay and glass products; primary and fabricated metal products; other durable goods.

Manufacturing (nondurable goods) - Meat, dairy, canned and preserved fruits and vegetables; grain mill products; bakery products; beverages; and miscellaneous food preparations and kindred products.

Transportation and Public Utilities - Railroad, local and suburban transit, highway, motor freight, water, air transportation services; communication, electric, gas, and sanitary services.

Wholesale (durable) - Motor vehicle and automotive parts and supplies; wood products; sporting, recreational and hobby goods; metals and minerals; electrical goods; hardware, plumbing, heating equipment and supplies; machinery.

Wholesale (nondurable) - Paper products; drugs; groceries and related products; farm- raw materials; chemicals; petroleum products and alcoholic beverages.

Retail - General merchandise and apparel; food stores; eating and drinking places; and other retail trade.

Finance - Insurance; real estate; banking and savings and loans; law offices; holding and other investment offices.

Services - Hotels and other lodging places, personal services; business services; amusement services; health services; educational services; social services; other services.

Government - Federal, state, local.

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PROJECT EMPLOYMENT: A COMPREHENSIVE LABOR MARKET SURVEY FOR SANTA CRUZ COUNTY

September 25, 1986

INTRODUCTION

BACKGROUND

In 1983, the College Accreditation team recommended that Cabrillo College should "formalize, coordinate and promulagate institution based research efforts" (Accreditation Report, 1983). The following research is a specific response to this recommendation.

The mission and goals of the California Community Colleges are receiving close scrutiny by public and private sectors. Prior to this study, the statewide view of the mission of the community college included a seven component model: job/career education; basic skills; transfer education; life-long learning; and, cultural/recreational/specific interest. Acceptance of this model demanded that community colleges should assess the views, and respond to the expertise of leaders in business and industry (Zellers, 1985). This assessment should be used to help the college systematically plan and prepare for future employment and training needs of the community.

Additionally, rapid changes in technology within business and industry has demanded that employees, and prospective employees, obtain new skills to meet the employers' job requirements. This situation has led to a greater need for linkage among business, government and education. Although a spirit of informal cooperation has existed between these sectors in Santa Cruz County, a formal and comprehensive labor market needs assessment has not been conducted.

In order for Cabrillo College and the County of Santa Cruz to plan and prepare for future training and employment needs, it was important that a comprehensive and formalized method of assessing current and future needs of the community be established. It was only with this information that Cabrillo and other Santa Cruz County training providers would be able to offer programs that better meet the employment and training demands of the community, its leaders and industry. In March 1985, college researchers were requested to develop plans for a needs assessment of current and future occupational programs at Cabrillo College. The Cabrillo College Occupational Needs Assessment (CCONA) was designed to identify the employment and training needs of business and industry in Santa Cruz County. It was the intent of this project to determine how employers from specific occupational program areas viewed the appropriate training programs at Cabrillo College. Data from this study will be used to initiate, modify, expand or delete specific occupational programs at Cabrillo. This research provided the college with information necessary to systematically develop a strategy that will aid in meeting the occupational training needs of the county.

As a result of college efforts to review its occupational programs, discussion with business leaders led to Cabrillo College's application for Job Training Partnership Act (JTPA) 8% State Education and Coordination Grant dollars (April, 1985). With the support of the California Employment Development Department, Santa Cruz County Human Resources Agency, Santa Cruz area Chambers of Commerce, and the Santa Cruz Private Industry Council, Cabrillo

College received a $50,000 grant. This grant allowed Cabrillo College to coordinate with business and industry to develop an extensive needs assessment of the labor market in Santa Cruz County, Project Employment. With the advisement of our Project Employment Task Force, we developed an outreach model to contact private and public employers for their perceptions and opinions regarding present and future employment opportunities in the county.

Major Questions

Questions developed by the Task Force to accomplish the goals of Project Employment included:

1. What are the current characteristics of the labor market in Santa Cruz County?
2. What are the current employment and training needs of the labor market in Santa Cruz County?
3. What are the employers' perceptions of Santa Cruz County training providers?
4. What are the employers' future expectations of employment and training needs in Santa Cruz County?

Review of Literature

This study was based on the following literature review research in labor market needs assessment. The following categories were used: (1) studies similar in structure to the current research; (2) the purpose and need for conducting needs assessment research; and (3) labor market studies which have been specific to Santa Cruz County.

Studies Similar in Structure: In a nationwide search four studies were found to be especially germaine to the Cabrillo College needs assessment project: Mehallis (1978); Ferguson, Beseda, and Massey (1975); Coffey (1984); and, Coffey and Jones (1984).

The Mehallis (1978) study was, "an attempt to direct attention to the community-based educational needs" (p.1). It also attempted to, "define needs more effectively to identify most appropriate solutions, and to promote interaction between the public and private sector to facilitate the delivery of instruction which contributes to the economic well-being of the community" (p.1). The research sample consisted of 352 employers with fifty or more employees and surveyed three different company types: industrial (21.5%), non-industrial (75.7%), city government (2.8%).

> The data were analyzed by means of both descriptive and inferential statistics. Descriptive statistics consisted of frequency counts, modes, and crosstabulations using the Statistical Package for the Social Science (SPSS) computer program. Graphic presentation of data in the form of charts and matrices was utilized for further description of questionnaire responses and the mapping of existing educational programs in the area. The analysis of variance was used to determine significance at the 0.05 level of significance. A panel of experts assisted in selecting feedback strategies (p.24)

In the Mehallis study (1978), a course schedule was mailed to all businesses for whom addresses could be obtained in Broward County. This was followed by a questionnaire two to three months later. "In addition, a Continuing Education brochure describing the on-site educational program was included for 1,500 companies (all companies known to have at least 26 employees plus a number of other companies selected at random)" (p.4).

The study indicated that employers were becoming more aware of technological changes and that employees are needed who are capable of responding to these changes. "Certification requirements are becoming increasingly important in many fields" (p.10). This finding reflected a need for programs designed specifically for certification and not necessarily for transfer to a four year institution.

Ferguson (1975) outlined five objectives:

1. To determine the impact of educational and training programs on hiring policies for entry-level jobs.
2. To obtain statistics on numbers and types of entry-level jobs.
3. To document whether educational and training programs were perceived to be adequate for entry-level positions.
4. To determine the expected increase or decrease in industrial and/or vocational-type jobs.
5. To explore what employers perceived as the most important and desired characteristics in new employees (p.3).

The sample consisted of 127 businesses that employed at least fifty people. The majority of respondents were from manufacturing groups and businesses involved in wholesale and retail trade.

Each of the 127 employers were given the opportunity to express a preferred educational level for new employees, of these 20% preferred a high school degree. Fifty-seven percent of the respondents reported they encouraged their employees to enroll in job related classes. Within this group, 38% agreed to help with tuition expenses.

> When asked whether prospective employees should be better trained in any skill, more than a third responded that better training was not necessary. The remaining 70% who believed new employees should have better skill training before coming to the job expressed needs primarily in technical/mechanical, professional, and office skills/secretarial (Ferguson, Besdea and Massey, 1975, p.19).

Both Coffey (1984), and Coffey and Cox (1984) were studies designed to "determine both current and projected employment and training needs in specific industries and occupations" (Coffey 1984, p.2). The information gathered was intended to accomplish the three following objectives:

(1) develop training programs to meet the specific needs of individual employers through such means as on-site training or contract courses;

(2) upgrade current vocational programs;

(3) identify areas in which new programs were needed.

Methodologically, the survey instrument was designed to obtain information from each employer as to major product or service, number of employees and projected new hires in various categories.

After discovering flaws in the employer lists developed by the Employment Development Department (EDD), a private list was developed using a private firm that specialized in mailing lists and labels. From the Standard Industrial Classification codes, the committee created a list of some 1,400 employers in the four-county Sacramento region.

"The surveys for each of four occupations: Computer Programmer, Computer Operator, Electronics Mechanic, and Electronics Technician, were developed by committee members working with campus vocational staff and representatives of several local electronics and computer businesses".

> The surveys were mailed to employers in September and October 1983. For the larger firms, a specific letter was sent to the chief executive (by name) explaining RETNA and encouraging response to the survey. While this letter was essentially the same as the "Dear Employer" letter, the personal contact with the company president and follow-up phone calls resulted in an excellent return from the region's larger employers. Unfortunately, due to the very large numbers of one and two-person firms on the employer list, the overall rate of return for the total number of surveys sent out was only about 10% (Coffey 1984, p.6).

The RETNA data base has two major components: (1) an employer profile and (2) an occupational profile.

An employer profile and occupational profile were created and divided into tables which dealt with the survey results independently and quantitatively. This research provides us with a "prototype of a comprehensive data base that could be developed with additional surveys in a wide variety of occupational areas" (Coffey 1984, p.23).

The Purpose and Need for Conducting Needs Assessment Research:

Justification for needs assessment research came primarily from Zellers (1985) and Geddes (1975). The latter study provided us with five goals for a needs assessment task force:

1. To respond to community job needs.
2. Provide the education necessary to fulfill these needs.
3. Streamline the organizational system to more efficiently meet these needs.
4. Help retain and provide continuing education for employees.
5. Develop and use a Futuristics Team to study, predict, and distribute information about alternate futures.

To maximize success, each goal should be independently pursued. The procedure used in the Geddes study was to divide each goal into multiple objectives and sub-goals. The comprehensive recommendation which evolved from this study and which may be applied to other community college districts was to: "Develop and implement an organizational strategy which will translate into action" (p. 125).

Zellers (1985) argues that research cannot be generalized to all 105 community colleges and therefore, community colleges should, "allocate some resources to answer pressing questions." Geddes prescribes four areas that need specific study:

1. About students: Who are they? Why are they here? How well do they do? What motivates them toward educational objectives?
2. About community college programs: What programs are

needed? Are the programs compatible with students' interests, abilities and preparation?

3. About our community: What are its needs? What are the opportunities it provides? What will it be like in the future?

4. About our success: Are we serving who we should? Are we doing it well? What programs and services need to be changed? (p.1)

Zellers concludes that:

> Institutional research in community and junior colleges is more important and urgent now in order to respond to the changing needs of our students. Each college is unique, but all must determine and develop educational programs to meet the needs of students (Zellers 1985, p.1).

Labor Market Studies Specific to Santa Cruz County:

Research specific to Santa Cruz County is limited. Information regarding the job outlook for Santa Cruz County has come from the California Employment Development Department (1983), (1984), (1985), (1986), in statewide forecasts which in part apply to Santa Cruz County, and "A Bright Economic Forecast For Santa Cruz County", (Smith 1985).

The EDD has produced projections for Santa Cruz County employment in the near future. They have provided us with information on current job opportunities, potential short-term growth, population, commuting patterns, and what has made up the labor force in Santa Cruz County. Short term forecasts have been broken down into several categories: Manufacturing, Services Industry, Wholesale Trades, and Retail Trades.

The EDD has anticipated growth in Santa Cruz County between December of 1985 and December of 1987 to yield 6,900 new jobs. "Increases in manufacturing, retail trade, and services will account for about 4 of every 5 new jobs. All the other industries will grow modestly with the exception of mining and construction which are forecast to show no change" (EDD 1986, p.3).

Most of the growth would occur in two categories - high tech industries expanding into the county from their Silicon Valley bases and the "service" industries i.e. tourism and recreation. Manufacturing jobs would grow by 53% this decade with increases in the durable good section by 106.1%. Agriculture, which had a 24.7% increase in jobs for the decade ending 1980, would have an almost flat growth rate (2.7%) in this decade and a 6.1% growth rate in the 1990's. The governmental sector - a high growth sector in the past decades - wasn't predicted to see much growth in the next decade. Mining - primarily quarrying - would see a 24.7% employment drop in this decade. Construction-related employment, however, would grow at a healthy 22.1% in the 1980's and by 55.2% in the 1990's (Smith 1985, p.1).

Half (50%) of the forecasted growth would occur in the area of retail trade (25%) and the services group (25%). Another 20% of overall growth should develop in manufacturing.

> The forecast calls for a job count increase of 1,900 (700 of which reflect recovery from two large trade disputes in food processing). The growth in manufacturing is going to be centered in durables. Following the dramatic decreases in employment in 1983 and 1984, the trend in local electronics manufacturing has resumed an upward course. However, only seven firms in electrical and nonelectrical equipment manufacturing with employment over 100 dominate the job levels for all of durable good manufacturing. As a result, a single firms decision to locate in the county (or out of it) could significantly affect the outlook (EDD 1986, p.3).

METHODS

Four hundred and twenty eight businesses and services in Santa Cruz County were included in Project Employment. Companies were selected using a stratification based on occupations. Those industries that were known to have small populations were sampled in their entirety. A mail questionnaire was distributed to these companies from January to March, 1986. Results of the survey were subsequently categorized and tabulated using SCSS (Nie et al., 1980). Data were analyzed by univariate precedures.

Process

After receiving the JTPA grant, the Cabrillo College Coordinating Committee met to determine the best plan for satisfying the commitments set forth in the grant. In preparation for the labor market assessment, many discussions were held with community college researchers in the state; particularly helpful were researchers Janis Cox-Coffey, Julie Slark and Chuck McIntyre. The following questions were developed as a result of extensive discussions: Who should we survey; how do we best reach this population; how do we encourage response; what is the best way to promote community involvement; and what types of research plans should be implemented? As a result of these discussions, the Cabrillo College Coordinating Committee constructed a community-wide Task Force (Appendix B). The mission of the Task Force was:

1. To review and evaluate the research design, including evaluation of the sampling frame and questionnaire construction;
2. To develop a plan to increase community interest and support;

3. To review the data analysis;
4. To develop a plan for dissemination of the report.

Task Force: The composition of the Task Force included Santa Cruz County business leaders; representatives from Santa Cruz County area Chambers of Commerce, State of California Employment Development Department, State of California Human Resources Agency, Santa Cruz County Private Industry Council; and legislative support from Senator Henry Mello, Assemblyman Sam Farr; and Santa Cruz Board of Supervisors' Chairperson, Gary Patton.

Subcommittees: Two subcommittees were formed for immediate feedback on issues as they arose. Each subcommittee met twice during the year and was encouraged to act swiftly.

1. Survey Development Subcommittee: eight members of the Task Force volunteered for this committee. The mission of this subcommittee was to review the draft of the questionnaire; review pretest results; determine changes in the pretest; and determine questionnaire design and format. Major recommendations included hiring a marketing analyst who would professionally market the questionnaire.
2. Public Relations Subcommittee: six members of the Task Force volunteered for this committee. The mission of the subcommittee was to develop a plan that would ensure a successful response rate to the questionnaire and to develop a plan for publicity. Major recommendations (Appendix H) included planned press releases; a pre-notification letter to respondents by Santa Cruz County Board of Supervisors Chairman, Gary Patton; a

follow-up letter requesting support by Assemblyman Sam Farr; a proclamation from the Board of Supervisors; telephone follow-up; and as many presentations to professional associations and service organizations as possible. The Subcommittee was especially assisted by Cabrillo College's Public Information Officer, Melody Quarnstrom and the Legislative Aides, Donna Blitzer and Carol Lacey.

The primary responsibility of the Task Force was satisfied after the instrument was pretested and readied for administration. At the final meeting, the Task Force discussed interesting results, made recommendations regarding secondary analyses and developed a plan for dissemination of the report.

Dissemination of Information: The Cabrillo College researchers applied for and received a $600 grant from NORCAL, the Northern California Cooperative Institutional Research group, which will assist in the production of slides and/or transparencies for public presentations. Presentations are currently planned for the Santa Cruz County Private Industry Council, Cabrillo College Board of Trustees, California Association of Community Colleges, Santa Cruz County Board of Supervisors and the Santa Cruz County Personnel Association. Recommendations from the Task Force included: press releases; a news conference with refreshments for the press; Task Force members; and business and governmental leaders.

The active participation of Task Force Members was a major factor in the success of Project Employment. As a result many community college administrators and researchers have expressed an interest for indepth information on the role played by the Task

Force in actuating this labor market survey.

Although this cooperative research plan was very successful and worthy of replication, it was not without pitfalls and problems. In planning a labor market assessment the researcher should expect the unexpected. Careful attention to details is required in order to anticipate problems, for instance, postal delays and computer programming adjustments. Budget planners must also remain flexible to the many hidden costs that arise e.g., mailing costs fluctuate from bulk to first class and there is a constant need for secretarial support.

Sampling.

Data was obtained by multistage cluster sampling by stratification. Utilizing the list of businesses and professional services, a stratification by occupations was made. Within each stratum, either a systematic random sample or the entire population determined the composition of each cluster sample. This resulted in a cluster size of approximately 50 employers and an overall sample of 428 employers in Santa Cruz County. These procedures were followed in order to ensure as representative a sample of the total population as possible and also to meet the research needs of the study.

The following criteria were imposed upon the sample selection procedure (Fowler, 1984):

1. Degree of Comprehensiveness. Many sampling list sources were investigated. For any survey, the most critical step was the selection of a sampling frame that was representative of the population under investigation (Babbie, 1979). After reviewing lists of businesses and

services provided by the Santa Cruz area Chambers of Commerce, Employment Development Department, Pacific Bell, Santa Cruz Vocational Education listings, a sampling list from First National Lists Services, Incorporated (Chicago, Illinois) was selected. The listing provided was comprehensive, representative and included a multiple data base which was updated annually.

2. Selection Probability. In order to ensure a random selection of respondents, each employer was listed only once and had the same probability for inclusion in the sample. However, to ensure that the number of employers in each occupational category of the sample was represented proportionately to the number of employers found in each occupational group of the total population, the list was examined at the time of sample selection and adjusted accordingly. For Agriculture, Mining and Government industry classifications, the entire population was surveyed. The Task Force emphasized the importance of these industries on the economy of Santa Cruz County and requested their inclusion in the sample.

By following these procedures, a sample was developed to give a fair representation of the overall employer and business population in Santa Cruz County.

Measurement

The data was obtained by use of a mailed out questionnaire. Project Employment questionnaires provided data from employers on demographics, characteristics and composition of the labor market and projections of employment and training needs in Santa Cruz

County. Self-administered, mail questionnaires were selected as the primary mode of data collection because of costs, lack of interview bias, size of the sample and efficiency (Babbie, 1979). The finalized questionnaire packet (Appendix E) included a letter of explanation from the Vice-President of Instruction, the questionnaire and a stamped return envelope.

After careful formatting and item construction, the instrument was pretested (Appendix D). The pretest was mailed to a random sample of 250 employers selected from the yellow pages of the Santa Cruz telephone book (1985). Data analysis of the pretest provided information on the anticipated rate of survey return, response distribution and item discrimination.

Non-responses were followed-up with a reminder letter from Assemblyman Sam Farr, a telephone follow-up interview (Appendix F) and a second survey mailing. This procedure increased the rate of return by 20%.

Data Analysis

The data was coded by computer analysis. Data was processed on the HP 3000 and analyzed using SCSS (Nie et al., 1984). After the coding process, a univariate analysis was performed to explore the relationships between specified variables. The statistical analyses used were frequency distributions and cross tabulations. Tests of statistical significance were not performed due to the skewed nature of the data (Table 1).

RESULTS

CURRENT CHARACTERISTICS AND COMPOSITION OF THE LABOR FORCE

The businesses surveyed were found to have the following characteristics:

The first and second largest numbers of employers in Santa Cruz County were in Retail and Service. Manufacturing accounted for the third largest group (Table 1).

The majority of companies have been operating in Santa Cruz County for over ten years (Table 2).

The majority of businesses in Santa Cruz County were considered to be small businesses (less than 100 employees) (Table 3).

The few large businesses (over 500 employees) accounted for only 2% of the companies in the sample. These large businesses were found in the Financial, Services and Government areas (Table 3).

The work force in Santa Cruz County was found to have the following characteristics:

The gender composition of the work forces has changed from 1980 to 1986. The percentage of women increased from 43% to 52% (Table 4).

The racial composition has also changed in the period from 1980 to 1986 (Table 5).

Whites decreased from 83% to 77%
Minorities increased from 17% to 22%.

In terms of occupations, the three highest rates of employment were (Table 6):

Professional (23%)
Clerical and Office (21%)
Service (13%)

TABLE 1

Comparison of Project Employment Sample with Employment Development Department Population Parameters in Santa Cruz County

	Project Employment Sample		EDD	
Industry	%[a]	n	%[c]	n
Agriculture	1.7	138	5.2	3,900
Construction & Mining	4.0	324	4.0	3,000
Manufacturing	10.3	833	16.4	12,200
Transporation & Public Utilities	2.4	194	2.6	1,900
Wholesale	4.7	380	4.4	3,300
Retail	14.0	1133	23.0	17,100
Financial	6.8	550	4.2	3,100
Services	26.2	2120	21.0	15,600
Government	6.4	518	19.2	14,300
	100.1%	8,090	100.0%	74,400

Note. Retail and Government areas exceeded a 5 percent margin of error when compared to EDD population parameters.

Percentage based on 8,090 employees.

Current number of employees in each industry.

Percentage based on 74,400 employees.

Number of employees reported (March, 1986) from EDD.

TABLE 2

Sample Distribution of Companies by Length of Time in Santa Cruz County

	Distribution	
Time	%	n
Less than 2 yrs	2.1	9
2-5 yrs	18.9	81
6-9 yrs	20.1	86
10+ yrs	51.6	221
Missing Data	7.2	31
	99.9%	628

TABLE 3

Small, Medium and Large Business Distribution by Industry

	Small		Medium		Large		Total	
Industry	%	n	%	n	%	n	%	n
Agriculture	0.4	7	—	—	—	—	0.4	7
C & M	2.3	40	—	—	—	—	2.3	40
Manufacturing	3.5	60	0.7	12	—	—	4.2	72
Trans & Pub Util	1.2	20	0.2	4	—	—	1.4	24
Wholesale	5.6	95	—	—	—	—	5.6	95
Retail	22.5	384	—	—	—	—	22.5	384
Financial	8.2	140	—	—	0.4	7	8.6	147
Services	48.8	832	1.4	24	0.5	8	50.7	864
Government	2.6	45	0.5	9	1.1	18	4.2	72
	95.2%	1,623	2.9%	49	1.9%	33	100%	1,705

Note.

Small = less than 100
Medium = 101 - 500
Large = 501 - 1,000

TABLE 4

Comparison of Employee Gender Distribution between Project Employment Sample and 1980 U.S. Census Population Parameters for Santa Cruz County

	Project Employment		Census	
Gender	%	n	%	n
Female	52.0	3,806	43.0	39,214
Male	48.1	4,107	57.0	52,927

TABLE 5

Comparison of Ethnic Group Distribution Between Project Employment Sample and 1980 U.S. Census Population Parameters for Santa Cruz County

	Project Employment		Census	
Ethnic	%	n	%	n
Native American	5.2	424	1.0	616
Asian	2.2	178	3.0	2,532
Black	1.4	115	1.0	716
White	76.9	6,225	83.0	75,575
Hispanic	12.8	1,042	12.0	12,574
Filipino	0.3	26	——	——
Remaining Races	——	——		
Missing Data	1.0	80	——	——
	99.8%	8,090	100.0%	92,141

Note. Survey did not calculate Remaining Races. U.S. Census did not calculate Filipino and Missing Data.

TABLE 6

Number of Employees Categorized by Occupation

Occupation	Current Number of Employees					
	Full Time		Part Time		Combined	
	%	n	%	n	%	n
Craft Workers	7.5	567	9.9	162	7.9	729
Operatives	6.8	519	8.4	137	7.1	656
Clerical & Office	21.5	1,635	18.0	294	20.9	1,929
Farm Management	0.1	04	0.1	02	0.1	06
Farm Workers	0.1	09	0.1	02	0.1	11
Laborers	3.7	280	6.1	100	4.1	380
Mgmt/Administrators	9.4	714	1.8	30	8.0	744
Production	3.2	241	0.2	04	2.7	245
Professional	22.3	1,699	26.1	428	23.0	2,127
Sales/Marketing	6.0	459	7.6	125	6.3	584
Service	12.8	971	16.4	269	13.4	1,240
Technical	6.7	509	5.1	85	6.4	594
Total of Employees	100.1%	7,607	100.1%	1,638	100.0%	9,245

CURRENT EMPLOYMENT AND TRAINING NEEDS

Before obtaining a job, most of the employees in Santa Cruz County obtained their training from a community college or university (44%) (Table 7).

For finding jobs, the recruitment sources most frequently used were (Table 8):

Employee referrals (51%)
Newspaper ads (51%)

Once employed, the preferred source for supplemental training by employers was On The Job Training (47%) (Table 9).

In addition, the most used sources of supplemental training by the main county employers are the following (Table 9):

Adult Education, Community Colleges, and On The Job Training in the Service industry.

Adult Education, On The Job Training and Private training programs in Retail.

Adult Education, Community Colleges, and On The Job Training in Manufacturing.

Sources for continuing education most supported by employers were (Table 10):

In-House Training (49%)
Vendor Sponsored Seminars (38%)
College Courses (34%)

In terms of incentives used by employers for continuing education (Table 11):

The most frequently used were:
Providing a flexible work schedule (42%)
Company payment of tuition (36%)

Virtually unused were:
Childcare (1%)
Job advancement (8%)

In terms of skill preparation, most employers felt that their employees were adequately prepared in the following (Table 12):

Office skills (48%)
Reading and writing skills (41%)
Human relations (38%)

TABLE 7

Sources Used by Employees to Obtain Employment Education and/or Training

	Source							
Occupation	High School		Community College Courses		Adult Ed		College/ Univ Degree	
	%	n	%	n	%	n	%	n
Craft Workers	14.3	61	7.2	31	4.4	19	4.4	19
Operatives	10.7	46	1.9	8	.5	2	.2	1
Clerical & Office	27.3	117	8.4	36	6.1	26	11.7	50
Farm Workers	.7	3	.2	1	0		0	
Farm Management	.2	1	.2	1	8.4	36	.2	1
Laborers	7.2	31	.9	4	8.4	36	.7	3
Mgmt/Administration	11.2	48	12.6	54	2.6	11	21.5	92
Production	3.0	13	1.2	5	.2	1	1.9	8
Professional	4.0	17	7.2	31	.9	4	21.0	90
Sales/Marketing	10.7	46	10.0	43	1.2	5	7.0	30
Service	11.9	51	6.1	26	1.4	6	3.5	15
Technical	3.3	14	6.1	26	1.4	6	5.4	23
Total	33.2	448	19.7	266	11.3	152	24.5	332

TABLE 8

Recruitment/Employment Sources Used by Employers

	Distribution	
Source	%	n
Private Industry	18.7	80
State Employment Development	15.0	64
College or Technical School Placement Offices	21.3	91
Employee Referrals	50.9	218
Newspaper Ads	50.7	217
Professional Publications	7.5	32
Missing Data	5.8	25

TABLE 9

Sources Used to Obtain Supplemental Training

	Community College		On-The-Job		Adult Education		Private		Other		Total	
Industry	%	n	%	n	%	n	%	n	%	n	%	n
Agriculture	—	—	1.5	8	—	—	0.2	1	0.2	1	1.9	10
Construction & Mining	0.9	5	4.5	24	0.2	1	0.9	5	0.2	1	6.8	36
Manufacturing	1.7	9	5.3	28	0.6	3	1.1	6	0.2	1	8.9	47
Trans & Public Util	—	—	0.9	5	—	—	0.4	2	0.4	2	1.7	9
Wholesale	0.9	5	3.4	18	—	—	2.3	12	0.2	1	4.9	26
Retail	3.2	17	13.2	70	1.1	6	4.3	23	0.9	5	22.9	121
Financial	1.9	10	4.2	22	0.4	2	2.1	11	0.8	4	9.3	49
Services	7.2	38	23.6	125	2.3	12	2.6	14	2.6	14	38.4	203
Government	0.8	4	1.5	8	—	—	2.5	13	0.6	3	5.3	28
Total	16.6%	88	58%	308	4.5%	24	16.4%	87	6.0%	32	100%	529

TABLE 10

Sources Supported for Continuing Education by Employees

	In House		Off Site		Vendor Sponsor		College Courses		Total	
Industry	%	n	%	n	%	n	%	n	%	n
Agriculture	0.6	4	0.5	3	0.5	3	0.5	3	2.1	13
Construction & Mining	1.7	11	0.8	5	1.0	6	1.1	7	4.6	29
Manufacturing	2.9	18	2.1	13	1.6	10	1.9	12	8.4	53
Trans & Public Util	0.5	3	—	—	0.8	5	0.2	1	1.4	9
Wholesale	1.9	12	1.0	6	1.7	11	1.4	9	6.0	38
Retail	7.8	49	3.8	24	4.0	25	4.1	26	19.7	124
Financial	3.0	19	1.9	12	1.9	12	2.2	14	9.0	57
Services	12.7	80	9.4	59	13.3	84	10.0	63	45.3	286
Government	1.3	8	0.8	5	0.3	2	1.1	7	3.5	22
Total	32.3%	204	20.1%	127	25.0%	158	22.5%	142	100%	631

TABLE 11

Types of Incentives Used by Employers

Incentive	%	n
Release Time from Work	29.9	128
Company Payment of Tuition, etc.	36.0	154
Flexible Work Schedule	41.6	178
Childcare Programs	.9	4
Prerequisite for Subsequent Promotion	7.9	34
Salary Increase	22.0	94
None	22.7	97

TABLE 12

Adequacy of Employee Skill Preparation

	Prepared		Need Improvement		Need Outside Program	
Skill	%	n	%	n	%	n
Accounting/Finance	34.3	147	22.9	98	5.8	25
Business/Tech Writing	22.9	98	18.7	80	7.9	34
Computer Literacy	15.0	64	22.9	98	16.6	71
Construction Crafts	19.4	83	6.1	26	5.4	23
Equipment Operation	31.3	134	7.9	34	3.7	16
Human Relations	37.6	161	17.3	74	3.5	15
Management Supervision	30.8	132	26.2	112	5.4	23
Mathemetics/Statistics	26.4	113	12.9	55	4.7	20
Mechanical Skills	26.9	115	10.5	45	2.8	12
Office Skills	48.1	206	14.7	63	3.0	13
Reading/Writing Skills	40.9	175	15.2	65	3.3	14
Sales/Marketing	27.8	119	21.0	90	5.6	24
Speaking Skills	36.2	155	18.7	80	2.8	12

EMPLOYERS PERCEPTIONS OF TRAINING PROVIDERS

In terms of employer satisfaction with training providers (Table 3):

Overall, employers were only marginally satisfied with the training programs provided in Santa Cruz County (40% - satisfied; 35% - less than satisfied; 25% - no response).

In particular, employers who supported College training, Off-site training, or Vendor Sponsored Seminars for continuing education were the most dissatisfied (Table 14).

Programs that employers were most satisfied with were (Table 15):

Community Colleges (60%)
Adult Education (59%)
Private Training Programs (43%)
On The Job Training (40%)

In terms of specific industry satisfaction with training (Table 16):

The majority of employers in the following industries were less than satisfied with the training programs in the county:

Agriculture (80%)
Construction and Mining (60%)
Wholesale (75%)

On the other hand, the following employers were satisfied with the training programs (Table 16):

Transporation and Public Utilities (75%)
Government (75%)
Manufacturing (68%)
Finance (67%)
Retail (62%)
Services (58%)

In response to open ended questions to determine employers attitudes toward the training programs in Santa Cruz County, the following additional information was found:

Employers liked the variety of training programs available (19%) in the county; 13% of employers indicated no participation in any of the programs (Table 17).

Employers did not like the limited number of specialized programs in the county (18%); while 12% of employers had no information (Table 18).

Changes desired by employers showed that many had little or no information regarding training programs (62%); better course structure to meet industry needs (23%) and more skilled reliable employees (10%) were needed (Table 19).

TABLE 13

Employer Satisfaction with Job Training Programs

Degree of Satisfaction	%	n
Very Satisfied	5.6	24
Satisfied	34.6	148
Mildly Satisfied	18.0	77
Not Satisfied	17.1	73

TABLE 14

Degree of Employer Satisfaction with Continuing Education

	Not Satisfied		Mildly Satisfied		Satisfied		Very Satisfied		NR/ NC		Total	
Source	%	n	%	n	%	n	%	n	%	n	%	n
In House	6.0	39	5.6	36	12.4	80	2.6	17	5.7	37	32.3	209
Offsite	3.7	24	4.3	28	8.2	53	0.8	5	2.8	18	19.8	128
Vendor	5.3	34	5.4	35	9.0	58	1.7	11	3.9	25	25.2	163
College	3.9	25	5.6	36	9.4	61	1.2	8	2.6	17	22.7	147
Total	18.9%	122	20.9%	135	39.0%	252	6.3%	41	15.0%	97	100.0%	647

Note. In results section of this report "Less Than Satisfied" refers to Not Satisfied plus Mildly Satisfied and "Satisfied" refers to Satisfied plus Very Satisfied.

TABLE 15

Degree of Employer Satisfaction with Supplemental Training

	Not Satisfied		Mildly Satisfied		Satisfied		Very Satisfied		NR/ NC		Total	
Source	%	n	%	n	%	n	%	n	%	n	%	n
Community College	2.1	12	3.2	18	8.5	48	1.1	6	1.1	6	15.8	90
On-The-Job Training	10.6	60	10.0	57	18.8	107	3.5	20	12.7	72	55.6	316
Adult Education	0.5	3	1.4	8	2.6	15	0.2	1	—	—	4.8	27
Private	3.2	18	4.6	26	7.0	40	0.7	4	2.6	15	18.1	103
Other	33.4	5	0.5	3	2.5	14	0.4	2	1.4	8	5.6	32
Total	17.3%	98	19.7%	112	39.4%	224	5.8%	33	17.8%	101	100.0%	568

Note. In results section of this report "Less Than Satisfied" refers to Not Satisfied plus Mildly Satisfied and "Satisfied" refers to Satisfied plus Very Satisfied.

TABLE 16

Degree of Satisfaction with Training Programs by Industry

Industry	Not Satisfied		Mildly Satisfied		Satisfied		Very Satisfied		Total	
	%	n	%	n	%	n	%	n	%	n
Agriculture	1.0	3	0.3	1	0.3	1	—	—	1.6	5
Construction & Mining	2.5	8	1.3	4	2.2	7	0.3	1	6.4	20
Manufacturing	1.0	3	1.6	5	4.8	15	0.6	2	8.0	25
Trans & Pub Util	0.6	2	—	—	1.3	4	—	—	1.9	6
Wholesale	1.0	3	2.9	9	1.3	4	—	—	5.0	16
Retail	5.4	17	0.3	11	12.1	38	2.5	8	23.6	74
Financial	0.6	2	1.9	6	5.0	16	—	—	7.6	24
Services	10.5	33	10.8	34	17.8	56	4.1	13	43.3	136
Government	—	—	0.6	2	1.9	6	—	—	2.5	8
Total	22.6%	71	22.9%	72	46.8%	147	7.6%	24	100.0%	314

Note. In results section of this report "Less Than Satisfied" refers to Not Satisfied plus Mildly Satisfied and "Satisfied" refers to Satisfied plus Very Satisfied.

TABLE 17

Aspects of Education and Training Programs Most Liked by Employers

Variable	%	n
Variety of Training Programs	19.6	84
Convenience of Programsa	5.4	23
Weekend Classes	0.2	1
Cabrillo College/University of California at Santa Cruz	1.9	13
Certified Programs	3.0	13
Evening Classes	1.6	7
Other	5.6	24
No Participation	12.6	54
Missing	49.8	213

TABLE 18

Aspects of Education and Training Programs Least Liked by Employers

Variable	%	n
Not Enough Programs	9.1	39
Lack of Specialized Programs	8.6	37
Limited Programs for Women	0.7	3
Lack of Basic Skills Programs	3.0	13
Too Many Day Programs	1.6	7
Limited Continuing Ed for Advanced Skills	1.6	7
No Information	12.4	53
Missing	53.7	230

TABLE 19

Aspects of Education and Training Programs Employers Would Like Changed

Variable	%	n
More Weekend Programs	0.9	4
Short Term Training Programs	1.6	7
More Publicity Regarding Programs	1.9	8
Better Structure for Industry Needs	23.1	99
More Skilled Reliable People	62.4	267
No Information	9.8	42

EMPLOYERS EXPECTATIONS OF EMPLOYMENT AND TRAINING NEEDS

Based on 1985-86 employment information, job growth is expected in Service, Clerical and Office and Labor areas (Table 20).

Service hires increased from 13% to 20%.

Clerical and Office hires increased from 21% to 26%.

Labor hires increased from 4% to 7%.

Growth areas, as indicated by expected new hires for industries this year, are in Retail (29%) and Services (24%) (Table 21).

Areas showing a decline in job opportunities from 1985 to 1986 are Professional, Management and Administrators and Technical (Table 20).

Professional hires decreased from 23% to 11%.

Management/Administrators hires decreased from 8% to 4%.

Technical hires decreased from 6% to 3%.

Retirements for 1986 are greatest in both Manufacturing (30%) and Services (30%) (Table 21).

Of the Manufacturing retirements, only 41% of the positions will be replaced and 36% of the Service positions replaced.

Transportation and Public Utilities show virtually no growth (6%) and, when retirements and replacements are considered, a decline is apparent.

Areas where employees need skill training are: Management/Supervision (26%), Accounting/Finance (23%), Computer Literacy (23%) and Sales/Marketing (21%) (Table 22).

Employers identified computer literacy as the area most frequently requiring an outside training program (17%) (Table 22).

TABLE 20

Number of Employees Hired in the Last 12 Months

Occupation	Employees Hired					
	Full Time		Part Time		Combined	
	%	n	%	n	%	n
Craft Workers	9.3	145	8.0	82	8.8	227
Operatives	8.7	137	7.4	76	8.2	213
Clerical & Office	27.0	423	23.6	241	25.6	664
Farm Management	—	—	—	—	—	—
Farm Workers	—	—	—	—	—	—
Laborers	5.7	89	9.5	97	7.2	186
Mgmt/Administrators	5.2	82	1.0	10	3.6	92
Production	4.6	72	6.0	61	5.1	133
Professional	13.0	204	7.6	78	10.9	282
Sales/Marketing	6.7	105	8.6	88	7.5	193
Service	15.8	247	26.2	268	19.9	515
Technical	4.0	62	2.2	22	3.2	84
Total of Employees	101.0%	1,566	100.1%	1,023	100.0%	2,589

TABLE 21

New Positions, Retirements and Replacements for Each Industry

	New Positions		Retirements		Replacements	
Industry	%	n	%	n	%	n
Agriculture	2.1	10	0.7	1	2.0	2
Construction & Mining	6.8	32	3.7	5	4.1	4
Manufacturing	12.7	60	30.4	411	40.8	40
Trans & Pub Util	0.6	3	1.5	2	1.0	1
Wholesale	10.0	47	1.5	2	____	____
Retail	29.0	137	5.9	8	4.1	4
Financial	4.4	21	6.7	9	6.1	6
Services	24.2	114	30.4	41	35.7	35
Government	10.2	48	19.3	26	6.1	6
	100.0%	472	100.0%	135	100.0%	98

TABLE 22

Adequacy of Employee Skills Preparation

Skill	Prepared		Need Improvement		Need Outside Program	
	%	n	%	n	%	n
Accounting/Finance	34.3	147	22.9	98	5.8	25
Business/Tech Writing	22.9	98	18.7	80	7.9	34
Computer Literacy	15.0	64	22.9	98	16.6	71
Construction Crafts	19.4	83	6.1	26	5.4	23
Equipment Operation	31.3	134	7.9	34	3.7	16
Human Relations	37.6	161	17.3	74	3.5	15
Management Supervision	30.8	132	26.2	112	5.4	23
Mathemetics/Statistics	26.4	113	12.9	55	4.7	20
Mechanical Skills	26.9	115	10.5	45	2.8	12
Office Skills	48.1	206	14.7	63	3.0	13
Reading/Writing Skills	40.9	175	15.2	65	3.3	14
Sales/Marketing	27.8	119	21.0	90	5.6	24
Speaking Skills	36.2	155	18.7	80	2.8	12

CONCLUSIONS AND RECOMMENDATIONS

Industry and Occupation Outlook

Although most of Project Employment corroborates with EDD's Projections, there are two notable exceptions. The first concerns the number of professional and upper level occupational jobs that will be available. Most of the findings of Project Employment corroborate data and projections detailed in the Annual Planning Information report by the Employment Development Department for Santa Cruz County (May, 1986). There are, however, several notable exceptions. Data from this study suggests that the largest number of new jobs will be in the Service and Retail industries; specific job categories include Service, Clerical and Office, and Labor. People seeking jobs in Professional, Management and Administration, or Technical industries will be less likely to find employment. In contrast, EDD projections suggested that vigorous growth will occur in the professional and technical workers groups among local firms as well as the addition of new firms in the county (p.1). According to Project Employment, a period **of** vigorous growth in these occupations does not appear likely.

The second exception rests on the question of how many retired will be replaced. Data from this study indicate that job openings, as a result of retirements/replacements, will not be an important source for employment opportunities. EDD projections anticipate growth in replacement opportunities. Their conclusions are based on national percentages applied to estimates of local occupational employment. Whereas Project Employment data, as reported by the 428 Santa Cruz County employers, suggests that Manufacturing and

Services replacements will not fill retirement openings.

Women and minorities are increasing in the work force and need to be recognized as having specific training needs. Since 1980, women in the work force have increased by nine percent and minorities have increased by five percent. As these categories have increased, the percentage of whites in the work force have decreased by six percent. Implications for training providers include the initiation of bilingual education programs and a need for more childcare programs in the county. Small businesses in Retail and Service are hiring a greater number of women and minorities, consequently, childcare and bilingual programs should be geared especially to meet these needs.

Companies which have been in business in Santa Cruz for over ten years and employ less than one hundred employees comprised nearly 50% of the sample. Small businesses, which have operated for six or more years in Santa Cruz County, have demonstrated the greatest employment and training needs. Employers reported that their employees need skill improvement in management/supervision, computer literacy, and accounting/finance. Employees were adequately prepared in office skills, reading/writing skills, and speaking skills. Surprisingly, when the questionnaire was pretested (Appendix D), these same skill areas were frequently identified as needing improvement. Training providers must be more interactive with employers of companies who have been in Santa Cruz County for six or more years and anticipate their dynamic needs.

Employment Training Outlook

The majority of employees in Santa Cruz County obtained their employment training from a community college or university. It is expected that, due to the economics and demographics of Santa Cruz County, that this trend will continue.

Most businesses in Santa Cruz County use On The Job Training and In-House Seminars for supplemental and continuing education of employees. These companies are marginally satisfied with county training programs. Businesses in Project Employment need training providers who will develop short term, on-site training programs, and be flexible to industries' immediate employment and training needs.

Employers were most satisfied with Community College and Adult Education training programs for supplemental education. These programs were under utilized indicating a need for vigorous promotion and marketing.

The majority of industries in Santa Cruz County do not rely heavily on incentives for continuing and/or supplemental education. However, of those industries who provide incentives, the greatest users of incentives were the Service and Retail industries. The most frequently used incentives were providing a flexible work schedule and company payment of tuition. Training providers could utilize these incentives by providing courses that correspond to employers work schedule needs. Also, it appears that cost may not be a major factor when deciding on a particular training program.

The majority of employers had little or no information regarding training programs. Training providers should respond to this need by providing more interaction with business and industry, involve businesses in mutual decision-making, and increase public awareness through effective marketing.

Future Research Recommendations

1. Further study is needed to explain discrepancies between Project Employment results and EDD projections for job opportunities, industry growth and retirement/replacement patterns.
2. Project Employment data show that most employers feel that their employees are prepared in basic reading, writing and speaking skills. This finding appears to contradict other available information. This discrepancy needs to be resolved.
3. Due to the low number of farm management and farm workers sampled, it is reasonable to expect that Project Employment did not adequately determine the needs of this occupational group. Future study should be sensitive to this occupational group and provide more information regarding their educational and employment training needs.
4. In this study, employers providing training incentives were willing to pay for tuition costs, books, etc. It appears that these employers are also willing to pay for fee supported courses in order to ensure the availability of convenient, on-site and flexible training programs. Future research should focus on the affect of program costs on the utilization of training programs.

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APPENDIX A

GRANT APPLICATION

CONCEPT PAPER COVER PAGE

Amount Requested: 50,000 No.:

Area of Focus: (Check appropriate area(s))

Planning X Linking LEAs with Economic Development Efforts

Student Support Services Placement

Brief description of proposed program (less than 25 words):

Cabrillo College will cooperate with SDA and the private sector to assess the labor market needs and develop a comprehensive training plan to meet these needs.

Developed and Submitted by:

Agency: Cabrillo College
Address: 6500 Soquel Drive
Aptos Zip: 95003
Name: Grace Mitchell
Title: Vice-President, Instruction
Signature: G M Mitchell
Date: 4-16-85
Contact Person: Claire Biancalana
Telephone: (408) 425-6481

SDA Administrative Entity:
Human Resources Agency
Address: 710 Ocean Street, Room 312
Santa Cruz, CA 95060
Director: Susan Mauriello
Signature: Susan A Mau
Date:
Contact Person: Jerry Hawkins
Telephone: (408) 425-2546

PIC Chair*: Lionel Stoloff Signature: Lionel W Stoloff Date: 4/15/85

Chief Elected Official*: Gary Patton Title: Chair, Board of Supervisors
Signature: Gary A Patton Date: 4.16.85

*Note: If SDA Director has authority to sign for the Private Industry Council and the Chief Elected Official, attach documentation. By signing this proposal, you are acknowledging that this proposal was jointly developed by both agencies and that it fits into your program plan and local needs.

Concept Papers will be accepted, reviewed and ranked with only LEA and SDA signatures where time frames for submittal do not allow for final sign-off, with the understanding they will only be funded upon submission of the required signatures of the PIC Chair and the Chief Elected Official.

Program Description and Priority Areas

A. Identify the priority area that the proposed activities will address.

Cabrillo College proposes to provide linkages with the private sector and the Service Delivery Area which will lead to improved services with JTPA eligible participants.

Cabrillo College will develop an extensive needs assessment of the labor market in Santa Cruz County. An active participation by the Local Education Agency (LEA) with business in the use of public and private resources will expand the economic base of this SDA. Our labor market forecast will consist of numerous surveys in which employers will be asked for a wide variety of perceptions and opinions in the Santa Cruz County SDA. The College will coordinate activities with the local Employment Development Department (EDD), the Private Industry Council (PIC), Chambers of Commerce, and Small Business Council.

With the advisement of its Employment Forecast Task Force the LEA plans to develop an outreach model to contact private and public employers to determine present and future employment opportunities.

Cabrillo College is well qualified to provide this service for the SDA due to the College's high visibility, 25 year history, and its strong linkages with community agencies and private employer advisory members.

B. Identify the specific need for coordination.

There is a great need for the proposed labor market forecast in Santa Cruz County. Employment Development and Research of the State of California, upon request of the Santa Cruz PIC, has researched specific occupations; however, there has been no comprehensive labor market assessment. The most recent labor market census shows an unemployment rate of 11.9% in Santa Cruz County. The proposed assessment will result in more efficient use of Job Training Partnership and Carl Perkins Act funds to promote training programs which will meet labor market demands and ultimately reduce the unemployment rate. For example, the County has witnessed the closing down of Synertek, a semiconductor processing company, and is awaiting arrival of ATT. In the last 2 years 3,200 high tech jobs have been eliminated. The labor market is volatile and proper training can only by achieved through labor market forecasting.

In order to provide a greater pool of trained personnel for Santa Cruz County's business and industry, Cabrillo College will provide coordination between the LEA's and SDA by developing an extensive needs assessment of the labor market in Santa Cruz County.

C. Justify the significance of the coordination need identified.

No coordinated labor market needs assessment exists which links the SDA, PIC, and the LEA's in Santa Cruz County. The proposed assessment is significant because it will (1) provide a comprehensive, long-term plan which will forecast the employment needs of business and industry; (2) analyze current labor market trends; (3) meet community needs by identifying necessary training programs.

Specific information will be obtained in answering the following questions: (1) are current programs satisfying the demand for occupational training in Santa Cruz County? (2) what are the specific programs which may need revision, expansion, or deletion? (3) is there preferential hiring for potential employees with training, certificates, or degrees in occupational programs of LEA's and SDA's? (4) what are future employment trends in occupational program areas? (5) to what degree are the businesses and industries of this county knowledgeable in existing training programs?

This employment assessment will aid in the identification of employment areas. Recruiting materials regarding these specific areas should be developed and distributed to prospective trainees of the LEA and SDA. Counseling services are available to current and potential enrollees. Together, these services will provide the coordination needed between LEA and SDA to best serve the client population.

D. Describe the involvement of the LEA, the SDA, the private sector and others directly participating in planning, coordinating and implementing the proposed activities.

The proposed program will make use of strong linkages previously developed by the LEA with over 300 members of its advisory committees. The LEA has working relationships with Employment Development Department, the Chambers of Commerce, Small Business Consortium, Santa Cruz Electronics Association, State Department of Rehabilitation, Job Developers Association, Santa Cruz Personnel Directors Association, and other LEA's.

The concept for this proposal was originated at a meeting of Grace Mitchell, Cabrillo College's Vice-President, Lionel Stoloff, the Santa Cruz Chamber of Commerce Director and PIC Chair, and Claire Biancalana, Dean of Instruction and member of the PIC. It is such a high priority in Santa Cruz County, that it is the only proposal for such funds supported by the PIC.

The College proposes to establish an Employment Forecast Task Force with representatives from PIC, Human Resources Agency, Employment Development Department, Chamber of Commerce, Small Business Consortium, and LEA's to guide the progress of this project. The Chamber of Commerce will recommend to the Task Force those occupational areas and specific businesses to be assessed. The Task Force will assist in the development and evaluation of the labor market assessment instruments for the proposed study. College planners (President, Vice-President, Deans of Instruction, Student Services Dean, Occupational Program Directors, Advisory Committees) and off-campus resources and agencies will assist the Employment Forecast Task Force in determining occupational area components to be surveyed. Descriptive data will be obtained from multiple measurements. Proposed types of measurements include personal interviews, telephone surveys, group interviews, and wirtten questionnaires. The proposed research design is outlined as follows: (1) pilot instruments will be discussed and reviewed by the Task Force: (2) approved instruments will be pretested for their reliability and validity; (3) instruments will be administered within proposed timeline; (4) data analysis will provide descriptions and conclusions based on the most appropriate method of statistical analysis.

Cabrillo College personnel, with over 15 years of experience in professional research activities, are skilled in educational and survey research methodology. Additionally, they bring to this project extensive experience in the areas of rehabilitation, education and employment training.

E. Identify the use of any other existing sources of funding or resources and describe how these other resources have been utilized to help meet the coordination need.

Cabrillo College has, and proposes to, take advantage of existing resources in development of this needs assessment proposal. Agencies such as the Employment Development Department, County Office of Education, Regional Occupational Program, Department of Rehabilitation, Small Business Consortium, and Job Developers Exchange will be included in the outreach program. This assessment will also help to meet the needs of the hard-to-serve (displaced homemakers, high school dropouts or potential dropouts, minority youth, and/or the disabled) as they are intended to benefit from the assessment. If allowed in the new state plan for the Carl Perkins Act, these funds will be utilized in this project. State ADA funds most certainly will be used to help meet the coordination needs. Representatives of PIC, Human Resources Agency, Employment Development Department, Chambers of Commerce, Small Business Consortium, and businesses and industry will donate their time to aid in the success of this program.

Small Business Consortium funded by California State Department of Commerce will participate at a level not to exceed $3,000 for supplies, duplications, and clerical costs. Additionally, results of the JTPA-funded Industry Education Council survey of existing training programs in Santa Cruz will be utilized to interface labor market forecast with program development.

This project which will ultimately provide a greater pool of trained personnel for Santa Cruz County's business and industry is jointly supported through cooperation of state and federal funds and private sector resources.

OBJECTIVES	ACTIVITIES	EFFECTIVENESS
I. To identify the training needs most appropriate to JTPA clients in the Santa Cruz County service delivery area.	1. Develop an Employment Forecast Task Force with representatives from PIC, HRA, EDD, Chamber of Commerce, Small Business Council, and LEA's.	1. The task force will be in operation by June 1, 1985.
	2. With the assistance of this task force the LEA will develop the instruments for the labor market assessment.	2. Instrument will be approve by task force and ready fo implementation by Septembe 1985.
	3. A pilot study will be conducted to pretest the instruments.	3. The pilot study and statis cal analysis will be compl by October 1, 1985. We wi obtain reliability measure to assess the effectivenes of the instrument.
	4. Administer the survey utilizing multiple measurements: written questionnaire, personal interviews, telephone surveys, and group interviews.	4. Completed by March 1, 198
	5. Statistically analyze data.	5. Completed by April 1, 198
	6. Discuss and review data with task force.	6. Completed by May 1, 1986.
	7. Develop conclusions.	7. Completed by June 1, 1986, formative and summative; internal analysis by task force and external utilizi Nancy Renkiewicz, Associat Dean, Research & Developme Sacramento City College
II. Recommend to the Private Industry Council the most appropriate training programs for JTPA clients in the Santa Cruz County service delivery area.	1. This proposed study will review existing Santa Cruz County training programs in LEA's CBO's, and private proprietary schools through the use of the JTPA-funded Industry Education Council survey.	1. Completed by January 1, 1 the number of placeable an trained personnel will det mine success.
	2. Develop a plan to initiate new programs, expand and modify existing programs, and delete outdated programs as identified by the results of the needs assessment.	2. Completed by June 15, 198 the actual number of progr affected will determine effectiveness.
	3. Identify appropriate training providers utilizing information from Industry Education Council, study needs assessment, and articulation between local high schools and community college.	3. Completed by June 30, 198

BUDGET PAGE

Object of Expenditure Classification		A. Planned Expenditures		B. Match Detail	C. Total
		Administration	Direct Support of Activities		
000	Certificated Salaries		4/5 FTE Researchers - $22,748	$31,708	$54,456
000	Classified Salaries		38 hours a week clerical - $10,972	3,500	14,472
000	Benefits		Certificated benefits - $ 4,549	7,742	12,291
000	Books, Supplies Equipment Replacement		Supplies - $ 1,000	3,000	4,000
000	Contracted Services and Other Operating Expenses		Contracted services - $931 Professional meetings/travel - $ 1,200	2,620	4,751
000	Capital Outlay		Computer $ 3,500 Answering Machine 100	1,750	5,250
000	Other Outgo		$ 5,000		5,000
	TOTAL		$ 5,000	50,320	100,320

- Source of match, check one or both. Cash ☒ In-kind ☒. Complete Section 3 and 4 if you checked cash; complete Section 4 if you checked in-kind.

- Describe the cash match detail: On back of this form.
  Amount $ ____________ Entity ____________ Source ____________

- Identify the item(s) which will be used for the in-kind match, using the cost categories as outlined in the California School Accounting Manual. For any equipment match, please identify the method which will be used to compute the amount of match, i.e., rental value, depreciation, or use allowance. Detail salaries by indicating by classification who is being paid and by why proportion of their time.

APPENDIX B

TASK FORCE MEMBERS, AGENDAS, AND MINUTES OF MEETINGS

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701 Ocean Street, Room 515 Santa Cruz, CA 95060
425-2612

Ward Noland
Convention and Visitors Bureau
c/o Ports O'Call P.O. Box 1336 Santa Cruz, CA 95060
423-5500

Gary Patton
Board of Supervisors
701 Ocean Street Santa Cruz, CA 95060
425-2201

Bethe Stiller
Branch Manager, Monterey Savings and Loan
375 Main Street Watsonville, CA 95076
722-3395
426-4100

Lionel Stoloff
Santa Cruz Chamber of Commerce
P.O. Box 921 Santa Cruz, CA 95061
423-1111

Richard Swanson
Medical Marketing
4474 Merlin Way Soquel, CA 95073
462-5722 (h)
426-3282 (w)

Jack Turner
Dean of Instruction, Cabrillo College
6500 Soquel Drive Aptos, CA 95003
479-6475

Sally Vantress
Vantress Design Associates
8040 Soquel Drive Aptos, CA 95003
688-6125

Cliff Warren
Raytek, Incorporated
1201 Shaffer Road Santa Cruz, CA 95060
458-1110

Cabrillo College
6500 Soquel Drive
Aptos, California 95003

Research Office

_____ Yes, I would like to participate as a Task Force member.

_____ No, I cannot participate as a Task Force member at this time.

The first meeting of the Employment Forecast Task Force is scheduled for August 20, 1985 at the Sesnon House from 1:00 - 2:00 pm. We certainly hope that you will attend.

_____ Yes, I can attend the Task Force meeting.

_____ No, I cannot attend the Task Force meeting due to conflict that I will not be able to change.

____
Name (please print)

____
Address

____
Phone

Labor Market Needs Assessment Task Force Meeting

August 20, 1985
1-2 p.m.
Cabrillo College Sesnon House
Room 1803

AGENDA

1. Call to Order --Grace Mitchell, Chairperson; Vice President of Instruction
2. Welcome --John C. Petersen, President of Cabrillo College
3. Introduction of Task Force Members
4. Background of Labor Market Needs Assessment
5. Research Plan and Objectives --College Researchers;
   Kay McDougall, 479-6522
   Joe Giallo, 479-6512
6. Sub-committees
   - Public Relations
   - Survey Development
   - Other
7. Items from the floor

The next LMNA Task Force meeting will be held on November 25, 1985 at 1 p.m. in the Cabrillo College Sesnon House, room 1803.

Please feel free to ask questions throughout the agenda.

Cabrillo College

MINUTES

Labor Market Survey Task Force
August 20, 1985

Members Attending: Claire Biancalana, Donna Blitzer, Jack Boone, Lupe Flores, Joe Giallo, L.Marc Hamel, David Kaun, Tad Kimoto, Charles Mackh, Kay McDougall, Grace Mitchell, Rudy Navarro, Bethe Stiller, Lionel Stoloff, Jack Turner, Cliff Warren.

Members Absent: Frank Cooper, Don Driscoll, Mel Haber, David Lyng, Susan Mauriello, Sherry Mehl, Carol Lacey, Ward Noland, Gary Patton, Sally Vantress.

The meeting was called to order by Grace Mitchell. John Petersen welcomed the attendees to Cabrillo College and to the Task Force. Members introduced themselves.

Mitchell reported on the history of the needs assessment project and defined one of the main purposes of the study as providing more and better trained personnel for businesses in Santa Cruz County. Cliff Warren asked for a clarification of the role of the group. Mitchell responded that it is to serve primarily as an advisory committee, with active participation in all parts of the project. Joe Giallo and Kay McDougall outlined current plans for the project. Mitchell emphasized the need for input of task force members during development of the surveys. Mitchell queried members on ideas for ensuring an adequate response to the surveys from the community. Charles Mackh noted that cover letters and surveys need to emphasize potential benefits the business people will derive from responding. Lionel Stoloff noted that large amounts of money are being spent training workers in the area but that no scientific study has yet been done to determine what training should be taught. McDougall suggested listing names of task force members along one side of the cover letter. Mitchell and Mackh stressed the need for several contacts with each person asked to complete the survey. Warren suggested a copy of survey results be sent to respondents. Jack Turner noted that members of the task force and the Chambers of Commerce could promote the survey through personal contacts within the community. Marc Hamel recommended using a public relations firm for designing the survey and planning contacts. Melody Quarnstrom suggested developing a brochure explaining the purpose of the survey and arranging for news coverage in the Sentinel and Register Pajaronian newspapers. Rudy Navarro recommended surveying the unions in addition to employers. John Petersen emphasized the need for the survey to have a pleasing appearance. Warren recommended personalizing the questions.

Mitchell requested volunteers to serve on subcommittees. Members who will serve on the Survey Development Subcommittee are Jack Boone, L. Marc Hamel, David Kaun, Charles Mackh, Rudy Navarro, Lionel Stoloff, and Cliff Warren. Members to serve on the Public Relations Subcommittee are Donna Blitzer, Lupe Flores, Melody Quarnstrom, and Bethe Stiller.

The next Labor Market Survey Task Force meeting will be held at 1:00 p.m. on November 20, 1985 in room 1803 of the Sesnon House. Giallo and McDougall will give a progress report at that time.

Meeting was adjourned by Mitchell.

LABOR MARKET SURVEY TASK FORCE

Survey Development Subcommittee

September 9, 1985
2-3 p.m.
Cabrillo College Sesnon House
Room 1803

AGENDA

1. Call to order--Kay McDougall, Chairperson; Research Office

2. Review of mission of subcommittee--College Researchers;
   Joe Giallo, 479-6512
   Kay McDougall, 479-6522

3. Discussion
   - Cover letter
   - Draft of preliminary questionnaire
   - Labor Market Survey logo and stationery design

4. Items from the floor

The next meeting of the LMS Survey Develoment Subcommittee will be held November 14, 1985 at 1:30 p.m. in room 111 of the Administration building.

Feedback regarding the preliminary draft of the LMS Survey should be returned to the Cabrillo College Research Office no later than September 18, 1985.

MINUTES

Survey Development Sub-committee
September 9, 1985
2-3:30 p.m.
Sesnon room 1803

Members Attending: Claire Biancalana, Jack Boone, JoAnne Dlott, Joe Giallo, L. Marc Hamel, David Kaun, Kay McDougall, Grace Mitchell, Rudy Navarro, Lionel Stoloff, Jack Turner.

Members Absent: Don Driscoll, Charles Mackh, Cliff Warren.

The meeting was called to order by Kay McDougall. Members introduced themselves to the group, and Joe Giallo thanked them for participating on the Survey Development Sub-committee. Giallo stated that the purpose of this meeting is to discuss the General Employer Questionnaire and the Labor Market Survey logo and letterhead design. He reviewed, for the sub-committee, the research objectives and procedures. The research will have two phases: (1) the General Employer Survey, and (2) the Specific Occupation Surveys.

McDougall drew the group's attention to the General Employer Survey cover letter draft. Claire Biancalana suggested that the letter make mention Santa Cruz county. JoAnne Dlott queried if a return address and phone number would be included. McDougall stated that it will be included. Lionel Stoloff recommended that Cabrillo College be prominently displayed. The committee agreed.

McDougall asked the sub-committee for feedback on the proposed Labor Market Survey cover letter and letterhead. Grace Mitchell suggested separating the list of Labor Market Survey Task Force members and sponsoring organizations on the stationery. L. Marc Hamel asked if sub-committee members think people would look at names or sponsoring organizations. The general consensus was that name recognition is an important factor. Biancalana suggested that the the stationery be legal size in order to include all Task Force members and sponsoring organizations neatly. Hamel stated that Labor Market Survey is not attractive as a title. He suggested that the sub-committee package the General Employer Survey in a way that attracts the respondent's attention. David Kaun stated that the cover letter needs to focus on the survey purpose. JoAnne Dlott suggested that the letter say when the survey must be returned and how the survey results will benefit the respondent. Stoloff stated that the letter should say that respondents will receive a copy of the survey results. Biancalana suggested that the letter should state that no such study has been done yet (see LMS Task Force meeting #1 minutes; Stoloff, page 1). Rudy Navarro suggested that the letter should state the benefits employers will receive by filling out the General Employer survey. Mitchell suggested that it do so briefly.

McDougall moved to the next item on the agenda, the General Employer Survey draft. The survey was discussed at length, and recommendations were made by Task Force members. Researchers McDougall and Giallo will incorporate these recommendations into the final draft of the General Employer Survey. McDougall stated that survey pretest results will be available by the second sub-committee meeting.

The meeting was adjourned by McDougall.

The next meeting of the Survey Development Sub-committee will be held on Thursday, November 14, 1985 at 1:30 p.m. It will be held in room 111 of the Administration Building.

Survey Development Subcommittee Members

Jack Boone
Scotts Valley Chamber of Commerce
552 Bean Creek Rd. #191
Scotts Valley, CA 95066
438-1352

JoAnne Diott
Santa Cruz County Personnel Director
701 Ocean St., Room 510
Santa Cruz, CA 95060
425-2316

Don Driscoll
Driscoll Strawberry Associates
585-D Arthur Rd.
Watsonville, CA 95076
722-9415

L. Marc Hamel
Dream Inn
175 West Cliff Dr.
Santa Cruz, CA 95060
426-4330

David Kaun
Professor of Economics, UCSC
515 Escalona Dr.
Santa Cruz, CA 95060
423-4264

Charles Mackh
Dominican Hospital Personnel Director
1555 Soquel Dr.
Santa Cruz, CA 95065
476-0220

Rudy Navarro
LULAC, Affirmative Action Officer
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Santa Cruz, CA 95060
425-2612

Lionel Stoloff
Santa Cruz Chamber of Commerce
P.O. Box 921
Santa Cruz, CA 95061
423-1111

Cliff Warren
Raytek, Inc.
1201 Shaffer Rd.
Santa Cruz, CA 95060
458-1110

LABOR MARKET SURVEY TASK FORCE

Public Relations Subcommittee

October 23, 1985
11 a.m.
Administration Building
Room 111

AGENDA

1. Call to order--Joe Giallo, Chairperson; Research Office
2. Review of mission of subcommittee--College Researchers;
   Kay McDougall, 479-6522
   Joe Giallo, 479-6512
3. Discussion
   Review on-going events
   Public Relations Plan
4. Items from the floor

The next Public Relations Subcommittee meeting will be held on Wednesday, December 4, 1985 at 11 a.m. in Room 111 of the Administration Building.

PROJECT EMPLOYMENT TASK FORCE
Public Relations Subcommittee

October 23, 1985
11:00 a.m.
Administration Building
Room 111

Minutes of meeting

Present: Kay McDougall, Joe Giallo, Jack Turner, Melody Quarnstrom, Wendy Boulton, Claire Biancalana, Donna Blitzer

The meeting was called to order at 11:09 a.m. by Chairperson Joe Giallo. He restated the mission of the Public Relations Subcommittee: to develop a plan to ensure that the questionnaire will be returned from those individuals who receive them.

Kay McDougall reported on activities of the researchers. A pretest has been developed and distributed to approximately 250 business leaders. At this time, approximately 17% of the questionnaires have been returned. This is a very acceptable response rate for a pretest.

A graphic artist and marketing firm has been hired to assist in design of the final questionnaire which will be eight pages in two parts. The questionnaire will be designed to be ripped out of the package and returned. Melody Quarnstrom noted that having the respondent actually take physical action with the return encourages response.

Brainstorming Ideas

Get area Chambers of Commerce and other service organizations to urge members to reply.

Break the task into three segments: Pre-publicity and promotion, Survey Distribution, and Follow-up.

1. Pre-publicity
   - A. Get news media coverage including PSA announcements
   - B. Presentations by Task Force members, Cabrillo College deans, staff and researchers. These presentations will be made to organizations such as local chambers of commerce, Private Industry Council, Santa Cruz County Board of Supervisors, Santa Cruz Electronics Association, service organizations, local medical and dental associations.

2. Survey distribution phase
   - A. Newspaper articles of newsworthy items which include facts such as a comprehensive Labor Market Survey has not previously been done in this County and that only Santa Cruz County was chosen to receive a JTPA grant for such a survey.
   - B. Large employers will be called prior to questionnaire distribution to determine survey contact person.
   - C. Request proclamations of support from the Board of Supervisors, Assemblyman Sam Farr and Senator Henry Mello.

3. Follow-up phase
   - —A. Newspaper (paid ad) reminder to employers to complete questionnaire.
   - —B. Telephone follow-up and second questionnaire where appropriate.
   - — C. Personal contact for large employers, when necessary.

The next meeting will be at 11:00 a.m. on Wednesday, December 4 in the Board Room, 111.
The meeting adjourned at 11:50 a.m.

Public Relations Subcommittee Members

Donna Blitzer
Aide to Assemblyman Sam Farr
701 Ocean Street
Santa Cruz, CA 95060
425-1503

Wendy Boulton
(Invited Guest)
Cabrillo College Small Business Center
479-6463

Lupe Flores
Lupe's House of Beauty
3 West Beach Street
Watsonville, CA 95076
724-4510

Melody Quarnstrom
Cabrillo College Public Information Officer
6500 Soquel Drive
Aptos, CA 95003
479-6337

Bethe Stiller
Watsonville Chamber of Commerce
Monterey Savings and Loan
530 Front Street
Santa Cruz, CA 95060
426-4100

Sally Vantress
Vantress Design Associates
8040 Soquel Drive
Aptos, CA 95003
688-6125

LABOR MARKET SURVEY TASK FORCE

Survey Development Subcommittee

November 14, 1985
1:30 - 3:00 p.m.
Cabrillo College Administration Building
Room 111

AGENDA

1. Call to order -- Kay McDougall, Chairperson; Research Office
2. Discussion of Pretest Results
    a. Discussion of final draft of Questionnaire
3. Questionnaire design and format
4. Report from Public Relations Subcommittee -- Joe Giallo, Chairperson
5. Items from the floor

PROJECT EMPLOYMENT TASK FORCE

November 20, 1985
1:00 - 2:30 p.m.
Cabrillo College
Room 1073

1. Call to order-- Grace Mitchell, Chairperson; Vice President of Instruction
2. Review of Mission-- Grace Mitchell
3. Report from Public Relations Subcommittee-- Donna Blitzer; Administrative Assistant to Assemblyman Sam Farr
4. Report from Survey Development Subcommittee-- David Kaun; Professor of Economics, University of California, Santa Cruz
5. Report of Preliminary Pretest Results-- Joe Giallo and Kay McDougall; Cabrillo College Researchers
6. Report on Questionnaire Design and Format-- Kay McDougall
7. Future Concerns-- Grace Mitchell
8. Items from the Floor

The final *Project Employment Task Force* meeting will be held May 14, 1985 at 1:00 p.m. in the Cabrillo College Sesnon House, Room 1803.

PROJECT EMPLOYMENT TASK FORCE

June 24, 1986

1:00 - 3:30

Cabrillo College
Sesnon House
Room 1803

1. Call to order - Grace Mitchell, Chairperson; Vice President of Instruction
2. Review of Mission - Grace Mitchell
3. Report of Data Collection Procedures - Joe Giallo and Kay McDougall; Cabrillo College Researchers
4. Report on Preliminary Data Results - Kay McDougall and Joe Giallo
5. Future Concerns
    - a. Format for Final Report - Joe Giallo
    - b. Plan for dissemination of results to Santa Cruz County - Kay McDougall
    - c. Discussion

MINUTES
PROJECT EMPLOYMENT FINAL TASK FORCE MEETING
JUNE 24, 1986

MEMBERS ATTENDING: Claire Biancalana, Jack Boone, Joe Giallo, Tad Kimoto, Carol Lacey, David Lyng, Charles Mackh, Susan Mauriello, Kay McDougall, Grace Mitchell, Bethe Stiller, Sally Vantress, Cliff Warren

MEMBERS ABSENT: JoAnne Dlott, Don Driscoll, L. Marc Hamel, Sherry Mehl, Rudy Navarro, Lionel Stoloff, Richard Swanson, Jack Turner, Donna Blitzer, Frank Cooper, Lupe Flores, Mel Haber, David Kaun, Ward Noland, Gary Patton

The meeting was called to order by Grace Mitchell at 1:05 pm. Mitchell welcomed the attendees to Cabrillo College and to the final Task Force Meeting.

After introductions, Mitchell reviewed the mission of Project Employment. Project Employment was implemented in April, 1985, to survey the labor market in Santa Cruz County and to conduct a needs assessment of the Cabrillo College Occupational Programs. The ultimate goal of these projects is to develop a greater pool of trained personnel in Santa Cruz County. Joe Giallo and Kay McDougall were appointed to conduct the survey.

McDougall reported on the data collection procedure. The questionnaire was developed, pre-tested and sent to 2,500 business services randomly selected from the 21,000 businesses in Santa Cruz County. In addition, the total population of smaller industries in the county such as agriculture, mining, construction, government, and schools were sampled. Gary Patton, Chairman of the Board of Supervisors, sent a pre-publicity letter to each of the 2,500 businesses. Data collection lasted three months. As a part of the follow-up procedures, Assemblyman Sam Farr sent a letter to all employers sampled requesting their participation.

Giallo explained the procedure of the telephone follow-up. Volunteers from Speech Communication classes and Disabled Student Services were trained to conduct the telephone follow-up. The response rate, after telephone follow-up, increased by 50%.

McDougall and Giallo presented preliminary results of the survey. The results can be found on the attached questionnaire. Task Force Members commented on questions and made suggestions to the researchers regarding additional analysis of data. Cliff Warren pointed out that the words "Public/Private" may have been confusing. Rather than being understood as a government vs non-government employer, some respondents may have interpreted this as a publicly owned stock company vs privately held company. Members felt that questions #11 and #13 needed additional clarification and follow-up. Questions #14, #15, and #16 were open ended, using a nine category rating system. Warren noted that 50% of employers did not respond to these questions. Bethe Stiller suggested that multiple choice was preferred to open ended questions. McDougall noted that the three open ended questions were used based on a recommendation made by the project's marketing analyst. She indicated that in retrospect one open ended question may have been sufficient.

Giallo presented the proposed plan for the Final Report (1) Executive Summary which highlights the results; and (2) Comprehensive report for P.I.C., Cabrillo College Board and others who want detailed information. Warren stressed the need for a one page Executive Summary, more than one page would not be read by most. Other members agreed. McDougall requested that Task Force Members provide the researchers with outstanding examples of Executive Summarys. Mitchell then asked what information should be highlighted in the Executive Summary. The Task Force members recommended that the summary include major results and the use of graphs, pies, and tables for easier absorption of information.

McDougall asked the Task Force to suggest ways to disseminate the results to the community. Mitchell recommended a party as part of the formal presentation of the report to the P.I.C. in September, 1986 . This approach would increase media and public exposure to the information. Mitchell asked Task Force Members to assist Giallo and McDougall with presentations to service clubs and other community groups.

Melody Quarnstrom suggested appearances on talk shows and press visitations. Warren and Quarnstrom recommended inviting the press to meetings of organizations such as Private Industry Council, Chamber of Economic Concerns, and Chambers of Commerce when Project Employment presentations are scheduled. Giallo and McDougall stated that the target date for finishing the final report and Executive Summary is July 18, 1986.

In response to a query about informing the South County of Project Employment, McDougall stated that the Watsonville Chamber of Commerce and other organizations would be contacted. She asked assistance from Task Force Members in this endeavor.

Mitchell thanked the Task Force for their efforts. The meeting was adjourned at 2:35 pm.

APPENDIX C

STANDARD INDUSTRIAL CLASSIFICATIONS

APPENDIX

DEFINITIONS

OCCUPATIONS

Clerical and Office - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual and directly related to the use of all office equipment and machines.

Craft Workers (skilled) - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work, exercise considerable judgment, and usually receive an extensive period of training.

Laborers (unskilled) - Workers in manual occupations which generally require no special training to perform elementary duties that may be learned in a few days. These workers require the application of little or no independent judgment.

Management/Administration - Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibilities for execution of these policies, and direct individual departments or special phases of a firm's operations.

Operatives (semi-skilled) - Workers who operate machine or processing equipment or perform other factory type duties of intermediate skill level which can be mastered in a few weeks and require only limited training.

Production - Persons engaged in formal training for craft worker - when not trained under apprentice programs - operative, laborer and service occupations.

Professional - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Sales/Marketing - Occupations engaging wholly or primarily in direct selling and promotion.

Service - Workers in both protective and non-protective service occupations. Includes: hospital and institutional attendants, professional and personal service, nurses aides, oderlies, barbers, fire fighters, police, amusement park attendants, public transportation attendants, restaurant and bar personnel and kindred workers.

Technical - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through approximately two years of education from a technical institute, junior college or equivalent on the job training.

INDUSTRIES

Agriculture - Agricultural production (crops & livestock); agricultural services; forestry and fishing.

Construction & Mining - Building construction (general contractors and operative builders); construction other than building construction; special trade contractors; mining and quarrying.

Manufacturing (durable goods) - Electrical machinery equipment; lumber and wood, including furniture; stone, clay and glass products; primary and fabricated metal products; other durable goods.

Manufacturing (nondurable goods) - Meat, dairy, canned and preserved fruits and vegetables; grain mill products; bakery products; beverages; and miscellaneous food preparations and kindred products.

Transportation and Public Utilities - Railroad, local and suburban transit, highway, motor freight, water, air transportation services; communication, electric, gas, and sanitary services.

Wholesale (durable) - Motor vehicle and automotive parts and supplies; wood products; sporting, recreational and hobby goods; metals and minerals; electrical goods; hardware, plumbing, heating equipment and supplies; machinery.

Wholesale (nondurable) - Paper products; drugs; groceries and related products; farm- raw materials; chemicals; petroleum products and alcoholic beverages.

Retail - General merchandise and apparel; food stores; eating and drinking places; and other retail trade.

Finance - Insurance; real estate; banking and savings and loans; law offices; holding and other investment offices.

Services - Hotels and other lodging places, personal services; business services; amusement services; health services; educational services; social services; other services.

Government - Federal, state, local.

APPENDIX D

PRETEST, COVER LETTER, AND ANALYSIS

Santa Cruz County
Labor Market Survey

Sponsored jointly by
Cabrillo Community College
Santa Cruz Private Industry Council
Employment Development Department
Santa Cruz Area Chambers of Commerce

Task Force
Jack Boone
Scotts Valley Chamber of Commerce
Frank Cooper
County Office of Education
JoAnne Dlott
Santa Cruz County
Personnel Department
Don Driscoll
Driscoll Strawberry Associates
Sam Farr
Assemblyman, 28th District
Lupe Flores
Lupe's House of Beauty
Mel Haber
Haber's Home Furnishings
L. Marc Hamel
Dream Inn
David Kaun
University of California Santa Cruz
Tad Kimoto
Employment Development Department
David Lyng
Capitola Chamber of Commerce
Charles Mackh
Dominican Hospital
Susan Mauriello
Human Resources Agency
Sherry Mehl
Farm Bureau
Henry Mello
Senator, 17th District
Rudy Navarro
Affirmative Action Officer
Ward Noland
Convention and Visitors Bureau
Gary Patton
County Supervisor, 3rd District
Bethe Stiller
Watsonville Chamber of Commerce
Lionel Stoloff
Santa Cruz Chamber of Commerce
Richard Swanson
Medical Marketing
Sally Vantress
Aptos Chamber of Commerce
Clift Warren
Santa Cruz Electronics Assoc

Cabrillo College Coordinating Staff:
Grace Mitchell
Vice President of Instruction
Claire Biancalana
Dean of Instruction
Jack Turner
Dean of Instruction
Joe Giallo
College Researcher
Kay McDougall
College Researcher

October 10, 1985

Dear Business Leader:

Cabrillo College, along with other sponsoring organizations, is conducting a major labor market survey of the Santa Cruz area. We are requesting the help of business leaders like yourself in completing this important project.

DID YOU KNOW THAT

- Santa Cruz County received over $8 million in 1985 to train its workforce?
- The unemployment rate of the county remains at 9% (9300 people are without jobs)?

GIVEN THESE FACTS

- Why are we faced with such a significant rate of unemployment when $8 million of public funds is being invested in local training programs?
- Are we educating the potential workforce in occupational areas where jobs are available?

These questions will be the focus of a county wide study of employment and training needs. The long range purpose of the study is to provide a well-trained workforce for the employers of Santa Cruz County.

BENEFITS TO YOU

- You will learn valuable information about the workforce in Santa Cruz County.
- You will be able to influence decisions regarding training.
- You will receive the results upon completion of the study.

Please take a few minutes of your time to complete the attached questionnaire. The 15 minutes you spend now will help employers, employees and educational trainers in our county. We urge your participation in assisting us to meet the training needs of our Santa Cruz County employers.

We look forward to your cooperation.

Cordially,

Grace N. Mitchell

Grace N. Mitchell
Vice President, Instruction
Cabrillo College

6500 Soquel Drive, Aptos, California
(408) 479-6512 • 479-6522

GENERAL EMPLOYER SURVEY

COMPANY ________________ ADDRESS ________________ CITY ____________

COUNTY Santa Cruz STATE California ZIP ________ PUBLIC OR PRIVATE EMPLOYER (circle one)

NAME ____________________ POSITION ____________ PHONE (   ) ____________

MAJOR PRODUCT OR SERVICE ____

(1) How long has your business operated in Santa Cruz County? ________ months/years

(2) What is the total number of people you employ? ________

(3) How many SEASONAL employees did you hire during the last twelve months? ________

(4) How many of your employees are:

____Native Indian (American/Alaskan)
____Asian or Pacific Islander
____Black
____White
____Hispanic
____Filipino
____Male
____Female

(5) Please indicate the number of employees in your Santa Cruz County business in each category below. FILL IN ONLY THOSE CATEGORIES THAT APPLY.

	CURRENT NUMBER OF EMPLOYEES?		NUMBER OF HIRES LAST 12 MONTHS?		EXPECTED NUMBER OF HIRES NEXT 12 MONTHS?	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Clerical	____	____	____	____	____	____
Farm Management	____	____	____	____	____	____
Farm Workers	____	____	____	____	____	____
Laborers	____	____	____	____	____	____
Mgmt./Administration	____	____	____	____	____	____
Production	____	____	____	____	____	____
Professional	____	____	____	____	____	____
Sales/Marketing	____	____	____	____	____	____
Service	____	____	____	____	____	____
Technical	____	____	____	____	____	____
Other: ________ (please specify)	____	____	____	____	____	____

(6) For the expected new hires in your local business this year, what percent of the hires will be the result of: (check the most appropriate response)

New Positions:
____ 0 - 10%
____ 11 - 20%
____ 21 - 40%
____ 40% and above

Retirement:
____ 0 - 10%
____ 11 - 20%
____ 21 - 40%
____ 40% and above

(7) How often do you use the following employment/recruitment sources to fill positions? Check the most appropriate response.

	VERY OFTEN	SELDOM	NEVER
Private employment agencies	____	____	____
State Employment Development	____	____	____
College or technical school placement offices	____	____	____
Employee referrals	____	____	____
Newspaper ads	____	____	____
Professional publications	____	____	____
Other (specify ________________________)	____	____	____

(8) For the job categories listed below, indicate where the majority of your employees obtained most of their employment training. Check ONLY THOSE CATEGORIES THAT APPLY to your organization.

	High School	On Job Training	College Courses	Adult Ed.	Two Yr Degree	Four Yr Degree	Graduate Degree	Training Progs.	Other (Specify)
Clerical	( )	( )	( )	( )	( )	( )	( )	( )	( )
Farm Workers	( )	( )	( )	( )	( )	( )	( )	( )	( )
Farm Mgmt.	( )	( )	( )	( )	( )	( )	( )	( )	( )
Laborers	( )	( )	( )	( )	( )	( )	( )	( )	( )
Mgmt./Admin.	( )	( )	( )	( )	( )	( )	( )	( )	( )
Production	( )	( )	( )	( )	( )	( )	( )	( )	( )
Professional	( )	( )	( )	( )	( )	( )	( )	( )	( )
Service	( )	( )	( )	( )	( )	( )	( )	( )	( )
Technical	( )	( )	( )	( )	( )	( )	( )	( )	( )
Other (specify) ____________	( )	( )	( )	( )	( )	( )	( )	( )	( )

(9) Which of the following are used by your business for continuing education? Check the most appropriate response.

	VERY OFTEN	SELDOM	NEVER
Company-sponsored training	___	___	___
College courses	___	___	___
Additional college degrees	___	___	___
Other technical training	___	___	___
Other (specify) ___			

(10) What types of incentives are used by your business for continuing education? Check those that apply.

___ Release time from work
___ Company payment of tuition, books, etc.
___ Flexible work schedule
___ Child care programs
___ Possibility of subsequent promotion
___ Salary increase
___ None
___ Other (specify) ___

(11) Are your present employees adequately prepared in the following skills? Please check as many as apply.

	PREPARED	NEEDS IMPROVEMENT
Accounting/Finance	___	___
Business/Technical writing	___	___
Computer Literacy	___	___
Construction Crafts	___	___
Equipment Operation	___	___
Human Relations	___	___
Management/Supervision	___	___
Mathematics/Statistics	___	___
Mechanical skills	___	___
Office Skills	___	___
Reading/Writing skills	___	___
Sales/Marketing	___	___
Speaking Skills	___	___
Other (specify) ___	___	___

(12) Would you like to see training programs in any of these areas? If yes, please specify ___

___ Yes ___ No, company provides training ___ No

(13) What additional skills will your employees need to have in the next two years to increase their job performance? Please specify.

___, ___, ___

(14) In your field, are you satisfied with the quality of the job training programs that are offered in Santa Cruz County?

___ Very satisfied
___ Mildly satisfied
___ Not at all satisfied
___ Need more information

(15) What percent of your employees are going outside of Santa Cruz County to obtain further occupational training/education?

___ 0 - 5%
___ 6 - 10%
___ 11 - 20%
___ 20% and above

(16) What changes would you like to see in the county-wide training programs over the next two years? ___

(17) Additional comments? ___

THANK YOU!!!!!

PROJECT EMPLOYMENT PRE-TEST REPORT AND DATA ANALYSIS

The purpose of Pre-testing the Project Employment mail questionnaire was to ensure that the final version of the instrument was reliable. The pre-test was not intended to provide results to be used for predictive purposes. Although data was collected and analyzed this information is not reliable or valid in forecasting labor market trends.

In November 1985 a pre-test, sampling 250 employers in Santa Cruz county, was conducted by Project Employment researchers. The names were randomly selected from the 1985 Santa Cruz County telephone directory. The sample consisted of the fifth business on every third page of the yellow pages. This mail survey with telephone follow-up produced a 32% (raw score=78) return. The questionnaire appeared to be adequate and although some questions were revised the format was generally left intact. Questions 1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 13, 14, &17 were analyzed. The remaining four questions did not receive sufficient responses and were either eliminated or revised for the final research instrument.

Current Business and Employee Demographics

A majority of businesses(56%) surveyed operated in Santa Cruz county between 6 and 25 years. Forty two percent of the businesses employed from 5 - 10, 30% employed from 10-100 and 28% employed under 5 employees. Employers reported that most of their employees were white(80%) and indicated an almost equal distribution of the work force between female and male employees. The greatest number of full-time employees are working in sales /marketing (28%) and the greatest number of part-time in services (43%). During 1985 the largest number of full-time hires was clerical (20%) and part-time was sales/marketing (38%).

Employer Current Training Needs and Preferences

Employees in the clerical, management/administration, professional,service and technical categories obtained job skills primarily in one or a combination of the following: high school , college courses and on job training. Management/administration, professional and technical employees were the only categories where employees had 4 year college degrees.

Most companies(31%) used company sponsored training for continuing education. College courses and technical training were used by 25% of the companies. A majority of businesses (59%) provided payment of tuition, books and/or a flexible work schedule as incentives for employee participation in continuing education.

The majority of employers surveyed felt their employees were prepared adequately in office skills but needed improvement in business/technical writing, sales/marketing and speaking skills. Thirty two percent of employers were satisfied and 13% were not satisfied with the training programs offered in Santa Cruz county. An additional 29% needed more information before they could evaluate the training programs.

Future Training Needs and Employer Comments

Employers saw a need for their workers to have additional skills in the following areas: Computers (20%), sales/marketing (11%) and human relations (12%).

The following comments by employers suggest some additional training needs: Reading and writing skills need improvement, more technical training is needed, Training for service jobs should be increased and stronger blue collar job training programs.

The final Project Employment questionnaire was mailed in February 1986 to 2500 businesses in Santa Cruz county. Data collection and analysis will be completed by mid June 1986. Final draft of research report will be completed by August 1986. The presentation of Project Employment to Private Industry Council,Cabrillo College Board of Trustees and public release of conclusions will occur in September 1986.

APPENDIX E

QUESTIONNAIRE

BUSINESS LEADERS QUESTIONNAIRE

PROJECT EMPLOYMENT

SANTA CRUZ COUNTY

DEAR BUSINESS LEADER:

Cabrillo College, along with other sponsoring organizations, is conducting a major labor market survey, Project Employment. We are requesting your help and the help of other business leaders in completing this major project for Santa Cruz County.

Although $8 million of public funds is being invested in local training programs, the county's unemployment rate remains at 9%. The information you provide will influence how training funds are spent and help determine the occupational areas where jobs are available for the potential workforce.

Your participation in Project Employment will provide you with valuable information about the workforce in Santa Cruz County; you will learn which training programs provide the best personnel; you will be able to influence decisions regarding training; and you will receive results upon completion of the study.

Please take 15 minutes of your time to complete the attached questionnaire. The time you spend now will help employers, employees and educational trainers in our county.

Thank you for your cooperation.

Project Employment Task Force

SPONSORS:

Task Force

Jack Boone	Scotts Valley Chamber of Commerce
Frank Cooper	County Office of Education
JoAnne Dlott	Santa Cruz County Personnel
Don Driscoll	Driscoll Strawberry Associates
Sam Farr	Assemblyman, 28th District
Lupe Flores	Lupe's House of Beauty
Mel Haber	Haber's Home Furnishings
L. Marc Hamel	Dream Inn
David Kaun	University of California, Santa Cruz
Tad Kimoto	Employment Development Department
David Lyng	Capitola Chamber of Commerce
Charles Mackh	Dominican Hospital
Susan Mauriello	Human Resources Agency
Sherry Mehl	Farm Bureau
Henry Mello	Senator, 17th District
Rudy Navarro	Santa Cruz County Affirmative Action
Ward Noland	Convention and Visitors Bureau
Gary Patton	County Supervisor, 3rd District
Bethe Stiller	Watsonville Chamber of Commerce
Lionel Stoloff	Santa Cruz Chamber of Commerce
Richard Swanson	Medical Marketing
Sally Vantress	Aptos Chamber of Commerce
Cliff Warren	Raytek, Incorporated

Sponsors

Cabrillo Community College
Employment Development Department
Human Resources Agency
Santa Cruz Area Chambers of Commerce
Santa Cruz Private Industry Council

Cabrillo College Coordinating Staff

Grace Mitchell	Vice President of Instruction
Claire Biancalana	Dean of Instruction
Jack Turner	Dean of Instruction
Joe Giallo	College Researcher
Kay McDougall	College Researcher

BUSINESS LEADERS
QUESTIONNAIRE

TYPE OF COMPANY ______________________

PUBLIC OR PRIVATE (circle one)

Employer: when completing this questionnaire, please consider yourself, partners and working family members as a part of your employment and training needs.

1. How long has your company operated in Santa Cruz County? ______________

2. How many of your employees are:

_______	Native American (American/Alaskan)	_______	White	_______	Male
_______	Asian or Pacific Islander	_______	Hispanic	_______	Female
_______	Black	_______	Filipino		

3. How many seasonal/temporary employees did you hire during the last 12 months? _______

4. Please indicate the number of employees in your Santa Cruz County business in each of the following categories:

	CURRENT NUMBER OF EMPLOYEES?		NUMBER OF HIRES LAST 12 MONTHS?	
	Full-Time	Part-Time	Full-Time	Part-Time
Craft Workers (skilled)	_______	_______	_______	_______
Operatives (semi-skilled)	_______	_______	_______	_______
Clerical & Office	_______	_______	_______	_______
Farm Management	_______	_______	_______	_______
Farm Workers	_______	_______	_______	_______
Laborers (unskilled)	_______	_______	_______	_______
Mgmt./Administration	_______	_______	_______	_______
Production	_______	_______	_______	_______
Professional	_______	_______	_______	_______
Sales/Marketing	_______	_______	_______	_______
Service	_______	_______	_______	_______
Technical	_______	_______	_______	_______
Total number of employees	_______	_______	_______	_______

PROJECT EMPLOYMENT
SANTA CRUZ COUNTY

BUSINESS LEADERS
QUESTIONNAIRE

5. For the expected new hires in your business this year,

How many new positions will be added _______

How many employees will retire _______

Of these retirees, how many will be replaced with full time positions _______

6. Which of the following recruitment/employment sources do you use most often to fill positions? Check as many as apply.

☐ Private employment
☐ State Employment Development
☐ College or technical school placement offices
☐ Employee referrals
☐ Newspaper ads
☐ Professional publications

7. For the job categories listed, indicate where most of your employees obtained their employment education and/or training.

	High School	Community College Courses	Adult Education	College/ University Degree
Craft Workers (skilled)	☐	☐	☐	☐
Operatives (semi-skilled)	☐	☐	☐	☐
Clerical & Office	☐	☐	☐	☐
Farm Workers	☐	☐	☐	☐
Farm Management	☐	☐	☐	☐
Laborers (unskilled)	☐	☐	☐	☐
Mgmt./Administration	☐	☐	☐	☐
Production	☐	☐	☐	☐
Professional	☐	☐	☐	☐
Sales/Marketing	☐	☐	☐	☐
Service	☐	☐	☐	☐
Technical	☐	☐	☐	☐

8. Where did most of your employees obtain supplemental training after employment?

☐ Community college courses
☐ On the job training
☐ Adult education
☐ Private training programs
☐ Other ______________________________

9. Which of the following types of continuing education does your company support?

- In-house (Company sponsored) ☐
- Off-Site (Company sponsored) ☐
- Vendor-Sponsored Seminars ☐
- College courses ☐

10. What types of incentives are used by your business for continuing education?

- ☐ Release time from work
- ☐ Company payment of tuition, etc.
- ☐ Flexible work schedule
- ☐ Childcare programs
- ☐ Prerequisite for subsequent promotion
- ☐ Salary increase
- ☐ None

11. How many of your employees are going outside of Santa Cruz County to obtain further occupational training/education? _______

12. Are your present employees adequately prepared in the following skills?

	Prepared	Need Improvement	Need Outside Program
Accounting/Finance	☐	☐	☐
Business/Technical writing	☐	☐	☐
Computer Literacy	☐	☐	☐
Construction Crafts	☐	☐	☐
Equipment Operation	☐	☐	☐
Human Relations	☐	☐	☐
Management/Supervision	☐	☐	☐
Mathematics/Statistics	☐	☐	☐
Mechanical Skills	☐	☐	☐
Office Skills	☐	☐	☐
Reading/Writing Skills	☐	☐	☐
Sales/Marketing	☐	☐	☐
Speaking Skills	☐	☐	☐

PROJECT
EMPLOYMENT
SANTA CRUZ COUNTY

BUSINESS LEADERS
QUESTIONNAIRE

13. In your business, are you satisfied with the quality of the job training programs that are offered in Santa Cruz County?

☐ Very Satisfied ☐ Mildly Satisfied
☐ Satisifed ☐ Not Satisfied

14. What do you like **most** about the employment education and training programs in Santa Cruz County? ______________________________

____

____

15. What do you like **least** about the employment education and training programs in Santa Cruz County? ______________________________

____

____

16. What **changes** would you like to see in employment education and training programs in Santa Cruz County? ______________________________

____

____

If you are interested in obtaining the results of this study, please indicate a name and address where we can send a copy of the report.

____
(NAME)

____
(COMPANY)

____
(ADDRESS)

____
(PHONE)

____
(CITY, STATE, ZIP)

PROJECT EMPLOYMENT
SANTA CRUZ COUNTY

THANK YOU

Thank you for taking the time to complete this survey. The questions you answered are the focus of a county wide study of employment and training needs. Your efforts will assist in making possible the long range purpose of the study, which is to provide a well trained workforce for the employers of Santa Cruz County.

Your significant contribution will continue to provide benefits to our community for many years.

Please return the survey by removing staples and inserting center section in the self-addressed postage paid envelope.

Sincerely,

Joe Giallo Kay McDougall

Joe Giallo Kay McDougall

DESCRIPTION OF JOB CATEGORIES:

Officials and managers—Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations.

Professional—Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Technicians—Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through approximately 2 years of education from a technical institute, junior college, or through equivalent on-the-job-training.

Sales—Occupations engaging wholly or primarily in direct selling.

Office and Clerical—Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly nonmanual and directly related to the use of all office equipment and machines.

Craft Workers (skilled)—Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work, exercise considerable independent judgment, and usually receive an extensive period of training.

Operatives (semi-skilled)—Workers who operate machine or processing equipment or perform other factory type duties of intermediate skill level which can be mastered in a few weeks and require only limited training.

Laborers (unskilled)—Workers in manual occupations which generally require no special training to perform elementary duties that may be learned in a few days. These workers require the application of little or no independent judgment.

Service Workers—Workers in both protective and non-protective service occupations. Includes: Hospital and institutional attendants, professional and personal service, nurses aides, orderlies, barbers, fire fighters, police, amusement park attendants, public transportation attendants and kindred workers.

APPENDIX F

TELEPHONE FOLLOW-UP PROCEDURE

BY LOREE MCCAWLEY

One of the most far-reaching decisions a researcher must make is the way in which the data will be collected. Although the majority of surveys utilize a single data collection method, it is not uncommon for combinations of methods to be used. The problem of nonresponse is central to the use of mail surveys. According to Fowler (1984) in his book on survey research methods, if one simply mails questionnaires to a general populations sample without appropriate follow-up procedures, the rate of return is likely to be less than thirty percent. With virtually all populations, without appropriate follow-up procedures, only a minority of potential respondents will return a questionnaire. If extensive and appropriate follow-up procedures are utilized, and if the project is otherwise well-designed and executed, response rates can be obtained for mail surveys similar to rates obtained using other modes. However, obtaining an adequate rate of response is a special challenge of mail procedures. (pg. 67)

Follow-up contacts have been recognized for more than sixty years as an effective way of increasing response rates (Lindsey, 1921). Comer and Kelly (1980) tested the relative effectiveness of telephone and mail follow-ups with a sample of real estate professionals. These investigators found that telephone follow-ups produce a higher response rate (Lockhart, 1984). The methodological literature on follow-up mailings strongly suggests this is an effective method for increasing return rates in mail surveys (Babbie, 1975).

Personal telephone contact to enhance return rates in educational surveys is economically feasible within states. Although it increases the time and effort required for conducting the survey, the high return rate that this technique achieves makes it cost effective (Lockhart, 1984). Moreover, results on this point have been replicated. McCloskey (1983), who conducted a mail survey of secondary schools in Ohio, called principals after they had received the initial study mailing to solicit and reinforce their participation. The first wave return rate was 78% and the total return rate was 84% after a single follow-up contact (Lockhart, pg 16).

In an effort to increase Project Employment's initial survey response rate, Cabrillo College researchers decided to conduct a telephone survey follow-up. Accordingly, the project's mail survey questionnaire was modified and scripted for use as a telephone survey instrument.

The design principles for telephone surveys are much the same as for face-to-face surveys--an interviewer will be reading from a form; but there are some restrictions which include: (1) overall questionnaire length is shorter, because feasible interviewing time is briefer; (2) individual questions must be shorter to keep the interaction between question and response high; (3) no cards or visual aids can be used; (4) no lengthy lists of response categories can be used and response categories cannot be complicated; (5) no involved rating questions or comparisons of more than two subjects should be included; and (6) additional disposition codes for times of all calls, as well as additional spaces for writing time zone and appointment phone numbers are needed.

There are no limitations on the types of hypotheses tested, subjects asked about, or page format. The limitations are on response catagories--they must be kept few, brief, and consistent, using yes/no, agree/disagree type choices for large blocks of questions, and be separated with other content for variety. (Backstrom, 1981, pg. 229-30.)

According to a review of appropriate survey research methods, two very important components of telephone survey research include: (1) the selection and training of the project's interviewer staff, and (2) the design of the telephone survey questionnaire itself. Both components require careful thought and planning on the part of the research team--a poorly trained staff and/or an ill-designed survey instrument can have certain detrimental effect on the overall research effort and results.

Project Employment volunteer telephone interviewers were recruited from Cabrillo College speech classes and Disabled Student Services for participation in the follow-up project. As incentive, students were offered extra course credit for participation in the project. Volunteers were requested to attend a project orientation and training session. At the training session, volunteers were briefed according to Backstrom's (1981) suggestions for training information for potential interviewers. His guidelines include:

(1) THE PROBLEM: Nature of the study -- why it is being undertaken, how the findings can be used, important

implications, etc. This is important for interviewer motivation.

(2) THE POPULATION: Training should describe the people being studied so interviewers will know who they are talking to, where and any special characteristics important for respondent selection.

(3) THE SPONSOR: Organization conducting the survey should be known to all interviewers.

(4) SURVEYS: Training should introduce interviewers to some theory and practice of social research, as an important, valid methodology of the social sciences.

(5) SAMPLING: Interviewers should know enough about sampling to understand the principles of randomness and the sources of sampling biases.

(6) CONSISTENCY/STANDARDIZATION: Training must convince interviewers of the importance of standardization behavior in the field. They must understand the reasons for consistency in approaching respondents, introducing the study, asking questions, recording responses, etc.

(7) INTERVIEWER BIASES: A large part of training should be devoted to showing interviewers how their own personality and characteristics can bias questionnaire data.

(8) RESPONDENT BIASES: Training should deal with respondent motives for evading or falsifying answers--not the least of which is their desire to please and their perception of the interviewer's

expectations. This helps interviewers to understand the humanness--hence the fragility--of their interaction with respondents.

(9) SELECTION PROCEDURES: Nuts and bolts information -- demonstrating how to read maps, and how to follow instructions, etc.

(10) INTERVIEWING PROCEDURES: Practical information and practice on how to administer the questionnaire (e.g., familiarity with symbols, format, coding, etc.) Part of the training should include "crisis" problem-solving exercises.

(11) SUPERVISION & PROBLEM-SOLVING: Information about who supervises the field work, which interviewers work with what supervisors, etc.

(12) VERIFICATION: Notification that there will be verification of work including: recontacting respondents, supervision, debriefing, etc.

(13) SCHEDULING & LOGISTICS: Announce time and timing of the survey--the number of interviews each interviewer is expected to make, areas of assignment, expected date of completion, etc.

(14) ADMINISTRATION: Detail interviewer's conditions of employment--wages, if any, benefits, dates of payment, etc.

In addition, interviewers were instructed to remail the survey questionnaire upon respondent's request, obtaining current and accurate mailing data.

The most prevalent organizational mode of a telephone survey research effort includes a centralized staff of telephone survey interviewers, located in the headquarters of research staff. Such a centralized design offers (1) reduction of costs by eliminating the need for long distance communication among dispersed interviewers; and (2) promises greater control over the quality of the data collection through continual supervision of the interviewers.

Proximity of research, interviewing and data processing staff members affords the research project several advantages: (1) research investigators can interact with those collecting the data--particularly during training session for telephone interviewers. This interaction can benefit investigators by allerting them to problems in the questionnaire that were not discovered in the pretests; and (2) centralization allows for greater quality control over interviewers, procedures, methodologies, etc. Monitoring of telephone interviews by the research staff can offer insights into the meaning of survey results that quantitative analysis won't reveal. With the coding staff located in the same facility, the coding schedule need not be delayed until completed questionnaires are received by mail from the field. Coding can begin near the start of the interviewing period whereby coders can watch for answers that are not codable and quickly relay such information to the interviewing and research staff (Groves & Kahn, 1979).

The team or Project Employment survey volunteers successfully contacted more than 1,000 respondents within six weeks. The telephone survey follow-up effort generated a highly acceptable return--a twenty percent increase in the project's initial response rate.

Overall, survey respondents generally preferred to have questionnaires remailed, rather than attempt response to the rather lengthy questions and categories over the telephone. The biggest challenge/problem reported by the interviewers was locating correct addresses for the population being surveyed. The master mailing list contained address errors which likely accounts for the unusually low initial mail survey response rate. According to Cohen (1965), the biggest problem in mail surveys is creating an accurate mailing list.

Another source of difficulty encountered by the interviewers was due largely to the lack of centralization of the project. Limited office space and variant schedules inhibited the groups' ability to centralize its follow-up telephone survey efforts. Centralization might have provided for greater quality control over interviewers, procedures, methodologies, etc. Monitoring of telephone interviews by the research staff might have offered insights into the meaning of survey results that quantitative analysis won't reveal.

TENTATIVE AGENDA FOR
TELEPHONE SURVEY FOLLOW-UP
TRAINING SESSION
April 15, 1986
(4pm-6pm)

I. General Welcome & Appreciation for Volunteer Participation

*introductions
*pass-out sign-in sheet (so we'll know who's attended)
*outline meeting agenda

II. Project Purpose/Objectives/Goals

*Where we've been (what's happened so.far) ***SHOW QUESTIONNAIRE***
*Where we are . . . (returns 8%?)
*Where we hope to go . . . (hope to increase % to ______)
    *volunteers' role in telephone survey follow-up

III. Telephone Follow-Up Survey Script & Role-Playing

*hand-out scripts and questionnaires
*discuss process & procedures & methodology
    *discuss consistency, bias, etiquette, patience, & "representative of the college" issue
*questions & answers
*role-play some possible scenarios

IV. Assignments

*give out lists
*establish procedures
*my office hours
*availability
*special assignments
    *updating master list

SCRIPT FOR
TELEPHONE SURVEY FOLLOW-UP
"PROJECT EMPLOYMENT"

I. INTERVIEWER SHOULD REQUEST TO SPEAK WITH THE PERSONNEL DIRECTOR/MGR. OR THE PERSON RESPONSIBLE FOR HIRING . . .

II. "HELLO, MY NAME IS ________________________, AND I'M A CABRILLO COLLEGE STUDENT WORKING WITH THE COLLEGE RESEARCHERS ON A MAJOR LABOR MARKET SURVEY, PROJECT EMPLOYMENT. WE WERE WONDERING IF YOU'D HAD AN OPPORTUNITY TO RESPOND TO OUR SURVEY?

➡ IF "YES" . . . THANK THEM FOR THEIR TIME AND PARTICIPATION AND BID THEM GOOD-DAY.

➡ IF "NO" . . . ASK THEM IF THEY'D MIND TAKING A FEW MINUTES TO RESPOND ON THE PHONE . . . OR . . . IF THEY'D PREFER, WE'D BE HAPPY TO MAIL THEM ANOTHER SURVEY QUESTIONNAIRE . . . ?

III. IF THE RESPONDENT WOULD LIKE YOU TO MAIL THEM ANOTHER QUESTIONNAIRE, FIND OUT TO WHOM AND WHERE WE SHOULD MAIL IT . . . THEN THANK THEM FOR THEIR TIME AND INDICATE OUR APPRECIATION FOR THEIR PARTICIPATION IN THE SURVEY. . . . "WE'LL LOOK FORWARD TO RECEIVING YOUR RESPONSE SOON . . ."

▷ * * * * * MAIL FOLLOW-UP QUESTIONNAIRE IMMEDIATELY * * * * * ◁

IV. IF THE RESPONDENT IS WILLING TO RESPOND TO THE SURVEY OVER THE PHONE, PROCEED WITH THE FOLLOWING LIST OF QUESTIONS . . .

⬇

TO EMPLOYER: "AS WE GO OVER THIS QUESTIONNAIRE TOGETHER, PLEASE CONSIDER YOURSELF, YOUR PARTNERS AND WORKING FAMILY MEMBERS AS A PART OF YOUR EMPLOYMENT AND TRAINING NEEDS."

QUESTION #1 "HOW LONG HAS YOUR COMPANY OPERATED IN SANTA CRUZ COUNTY?"

QUESTION #2 "OF YOUR EMPLOYEES, HOW MANY ARE:

*NATIVE AMERICAN?
*ASIAN OR PACIFIC ISLANDER?
*BLACK?
*WHITE?
*HISPANIC?
*FILIPINO?
*MALE?
*FEMALE?

QUESTION #3 "HOW MANY SEASONAL OR TEMPORARY EMPLOYEES DID YOU HIRE DURING THE LAST 12 (TWELVE) MONTHS?"

QUESTION #4 "WHAT IS YOUR CURRENT TOTAL NUMBER OF EMPLOYEES?

"OF THOSE EMPLOYEES, HOW MANY DO YOU HAVE IN EACH OF THE FOLLOWING CATEGORIES? . . . AND . . . (PAUSE) ARE THEY FULL OR PART-TIME?"

	F.T.	P.T.
*CRAFT WORKERS (SKILLED)		
*OPERATIVES (SEMI-SKILLED)		
*CLERICAL & OFFICE		
*FARM MANAGEMENT		
*FARM WORKERS		
*LABORERS (UNSKILLED)		
*MANAGEMENT/ADMINISTRATION		
*PRODUCTION		
*PROFESSIONAL		
*SALES/MARKETING		
*SERVICE		
*TECHNICAL		

"IS THERE ANY OTHER CATEGORY THAT I MIGHT HAVE MISSED?"

NOTE TO SURVEY INTERVIEWER:

⇧ ONLY READ CATEGORIES APPLICABLE TO COMPANY BEING SURVEYED ... (I.E. REAL ESTATE CO. DOESN'T EMPLOY FARM WORKERS).

⇧ DESCRIPTIONS OF JOB CATEGORIES ARE LISTED ON THE BACK PAGE OF THIS QUESTIONNAIRE . . .

"HOW MANY TOTAL NUMBER OF HIRES HAVE YOU MADE IN THE LAST 12 MONTHS?"

QUESTION #4 (CONT.) "OF YOUR COMPANY HIRES IN THE LAST 12 (TWELVE) MONTHS, HOW MANY WERE . . . HERE'S THE LIST AGAIN, . . . AND PLEASE, ONCE AGAIN, INDICATE FULL OR PART-TIME IN YOUR RESPONSE . . ."

	F.T.	P.T.
*CRAFT WORKERS		
*OPERATIVES		
*CLERICAL AND OFFICE		
*FARM MANAGEMENT		
*FARM WORKERS		
*LABORERS (UNSKILLED)		
*MANAGEMENT/ADMINISTRATION		
*PRODUCTION		
*PROFESSIONAL		
*SALES/MARKETING		
*SERVICE		
*TECHNICAL		

⇨ AGAIN, ONLY READ CATEGORIES AS APPLICABLE TO COMPANY BEING SURVEYED . . .

"IS THERE ANY OTHER CATEGORY THAT I MIGHT HAVE MISSED?"

QUESTION #5 "IF YOU ANTICIPATE NEW HIRES THIS YEAR, HOW MANY NEW POSITIONS WILL BE ADDED?

"HOW MANY EMPLOYEES DO YOU EXPECT WILL RETIRE?" (IF ANY)--

"OF THESE RETIREES, HOW MANY WILL BE REPLACED WITH FULL-TIME POSITIONS?"

QUESTION #6 "WHICH OF THE FOLLOWING RECRUITMENT/OR EMPLOYMENT SOURCES DO YOU USE MOST OFTEN TO FILL POSITIONS?"

*PRIVATE EMPLOYMENT
*STATE EMPLOYMENT DEVELOPMENT
*COLLEGE OR TECHNICAL SCHOOL PLACEMENT OFFICES
*EMPLOYEE REFERRALS
*NEWSPAPER ADS
*PROFESSIONAL PUBLICATIONS

QUESTION #7

"FOR THE JOB CATEGORIES LISTED, WHERE HAVE MOST OF YOUR EMPLOYEES OBTAINED THEIR EMPLOYMENT EDUCATION AND/OR TRAINING?"

*HIGH SCHOOL
*COMMUNITY COLLEGE
*ADULT EDUCATION . . . OR
*COLLEGE/UNIVERSITY DEGREE?

⇨ NOTE: (AGAIN, READ ONLY JOB CATEGORIES THAT APPLY) . . .

*CRAFT WORKERS (SKILLED)
*OPERATIVES (SEMI-SKILLED)
*CLERICAL & OFFICE
*FARM WORKERS
*FARM MANAGEMENT
*LABORERS (UNSKILLED)
*MANAGEMENT/ADMINISTRATION
*PRODUCTION
*PROFESSIONAL
*SALES/MARKETING
*SERVICE
*TECHNICAL

QUESTION #8

"WHERE HAVE MOST OF YOUR EMPLOYEES OBTAINED ADDITIONAL TRAINING AFTER EMPLOYMENT?"

*COMMUNITY COLLEGE
*ON-THE-JOB
*ADULT EDUCATION
*PRIVATE TRAINING PROGRAMS
*OTHER (SPECIFY) ____________________

QUESTION #9 "WHICH OF THE FOLLOWING TYPES OF CONTINUING EDUCATION DOES YOUR COMPANY SUPPORT?"

*IN-HOUSE (COMPANY SPONSORED)
*OFF-SITE (COMPANY SPONSORED)
*VENDOR-SPONSORED SEMINARS
*COLLEGE COURSES

QUESTION #10 "WHAT TYPE OF INCENTIVES ARE USED BY YOUR BUSINESS FOR CONTINUING EDUCATION?"

*RELEASE TIME FROM WORK
*COMPANY PAYMENT OF TUITION
*FLEXIBLE WORK SCHEDULE
*CHILDCARE PROGRAMS
*PREREQUISITE FOR SUBSEQUENT PROMOTIONS
*SALARY INCREASE
*NONE

⇨ INTERVIEWER SHOULD AT THIS POINT (OR EARLIER, IF NECESSARY) INDICATE TO THE EMPLOYER/RESPONDENT THAT HE/SHE APPRECIATES THE TIME THE RESPONDENT IS TAKING AND THAT IF THEY'LL BEAR WITH THE INTERVIEWER, THEY'LL HAVE IT WRAPPED-UP WITH JUST A FEW LAST QUESTIONS . . . ⇦

QUESTION #11 "HOW MANY OF YOUR EMPLOYEES ARE GOING OUTSIDE OF SANTA CRUZ COUNTY TO OBTAIN FURTHER OCCUPATIONAL TRAINING OR EDUCATION?"

QUESTION #12 "NOW IN THIS QUESTION, I'M GOING TO LIST A VARIETY OF SKILL AREAS---AND ASK WHETHER YOUR PRESENT EMPLOYEES ARE ADEQUATELY PREPARED . . . YOUR RESPONSE CAN BE EITHER:

*PREPARED
*NEEDS IMPROVEMENT OR
*NEEDS OUTSIDE PROGRAM . . ."

(SKILL AREAS LISTED ON NEXT PAGE) ⇨

QUESTION #12 (CONT.)

- *ACCOUNTING/FINANCE
- *BUSINESS/TECHNICAL WRITING
- *COMPUTER LITERACY
- *CONSTRUCTION CRAFTS
- *EQUIPMENT OPERATION
- *HUMAN RELATIONS
- *MANAGEMENT/SUPERVISION
- *MATHEMATICS/STATISTICS
- *MECHANICAL SKILLS
- *OFFICE SKILLS
- *READING/WRITING SKILLS
- *SALES/MARKETING
- *SPEAKING SKILLS

QUESTION #13

"IN YOUR BUSINESS, ARE YOU SATISFIED WITH THE QUALITY OF THE JOB TRAINING PROGRAMS THAT ARE OFFERED IN SANTA CRUZ COUNTY?"

- *VERY SATISFIED
- *SATISFIED
- *MILDLY SATISFIED
- *NOT SATISFIED?

⇨ AT THIS POINT, THE INTERVIEWER SHOULD LET THE RESPONDENT KNOW THAT THE SURVEY ⇦ QUESTIONS ARE COMPLETED AND THAT THEY REALLY APPRECIATE THE RESPONDENT'S TIME AND PATIENCE IN ANSWERING ALL THE QUESTIONS. . . ASK THE EMPLOYER IF THEY WOULD LIKE TO RECEIVE SURVEY RESULTS (IF SO, GET A PERSON'S NAME & ADDRESS FOR MAILING) -- AGAIN, THANK THEM FOR THEIR TIME AND COOPERATION AND BID THEM GOOD-DAY.

APPENDIX G

TIMELINE

Research Procedures.

June 1, 1985 - July 12, 1985	Action:	Development of a specific research plan for the Santa Cruz County labor market needs assessment and the Cabrillo College occupational needs assessment.
	Rationale:	The most critical step in any research project is the development of a detailed plan of action. This plan must be well thought out, providing a framework for the researchers to follow (Fowler, 1984; McIntyre, 1980).
August 20, 1985	*Action:*	*The first Employment Forecast Task Force meeting is held.*
	Action:	The research plan will be presented to the task force for discussion and review. Sub-committees will be developed in the following areas: public relations, question development and pretesting, survey follow-up, and response. Appropriate staff from Cabrillo College will assist the sub-committees.
	Rationale:	The task force members will be community and business leaders who are in a position to serve in an advisory capacity and apprise employers of the scope and importance of these surveys. The membership of the task force suggests that members will react to survey questions in a way that is similar to the target population. This member feedback will be helpful in development and refinement of the

survey. Task Force members will assist in selecting employers to be pretested and will have the necessary influence with survey employers to be effective in expediting responses to mail surveys (McIntyre, 1980).

August 26 -
September 13, 1985

Action: The Public Relations Sub-Committee, working with Cabrillo College's Public Information Officer, will inform employers of the project and the importance of their participation, if they are selected.

Rationale: Belief that you are participating in a worthwhile endeavor sponsored by a reputable institution and endorsed by well known and respected members of the community will result in an increased response rate (Leedy, 1985).

Action: The researchers, consulting with the Question Development and Pretesting Sub-Committee, will develop questions for both Phase I surveys. These questions will be reviewed by researchers from other educational institutions, the Task Force, Deans of Instruction, and the Vice President of Instruction at Cabrillo College. Phase II questions will be reviewed by appropriate Division Chairpersons, Program Directors, Deans of Instruction, and the Vice President of Instruction at Cabrillo College. Feedback will be solicited from these groups.

September 9, 1985	*Action:*	*Pretest Questionnaire (Phase I).*
	Rationale:	Feedback from these groups will reduce ambiguity and confusion as well as increasing the validity of questions (Fowler, 1984).
September 16 - November 15, 1985	*Action:*	*Pretest of questionnaire will be completed and statistically analyzed.*
	Rationale:	Pretesting will increase questionnaire validity by further reducing or eliminating confusing or inappropriate questions and ambiguous direction (Leedy, 1985).
November 18 - December 20, 1985	Action:	Draft of final Phase I questionnaire will be presented to Deans of Instruction, the Vice President of Instruction, and at the second task force meeting for comments and approval. Phase II questionnaire will be presented to Division Chairpersons, Program Directors, and Advisory Committees.
	Rationale:	Final feedback will help insure development of the most effective instruments.
	Action:	*Final Phase I questionnaire completed.*
January 21 - January 31, 1986	*Action:*	*Preparation, duplication, and mailing of Phase I survey.*
	Action:	Final Phase II questionnaire completed.
February 1, 1986	***Action:***	***Data Collection (Phase I).***

February 3 - February 28, 1986	Action: Rationale:	Phase I follow-up begins. Mail questionnaires require aggressive follow-up to guarantee an acceptable response (Fowler, 1984).
April 1, 1986	*Action:*	*Data Collection Completed (Phase 1).*
April 7, 1986	***Action:***	***Data Collection (Phase II).***
April 10- May 12, 1986	*Action:*	*Phase II preparation, duplication, and mailing of survey.* *Data analysis of Phase I will be completed by May 4, 1986.*
May 13- May 30, 1986	Action:	Develop, expand, and review conclusions of Phase I.
	Action:	*Third meeting of task force to present research conclusions of surveys.*
	Action:	*Develop, expand, and review conclusions of Phase II.*
	Action:	*Present preliminary data analysis to Private Industry Council.*
May 30, 1986	***Action:***	***Data Collection Completed (Phase II).***
June 2 - June 30, 1986	Action:	Present final report to the Private Industry Council.
	Action:	Identify appropriate training providers to the Private Industry Council based on results of the needs assessment.

APPENDIX H

PUBLIC RELATIONS COMMITTEE

Cabrillo College

INTER-OFFICE CORRESPONDENCE

Memo

To: Joe Giallo, Kay McDougall

From: Melody Quarnstrom

Re: Project Employment

Date: December 2, 1985

cc: Grace Mitchell, Claire Biancalana

Based on our meeting of October 23, I set up a time-line for publicity as follows:

November 15	Send Press Release re Survey
December 15	Send out release, fact sheet and sample questionnaire
January 15	Send out release re progress
February	Run ad re Project Employment

Thus far, first release has gone out and we received our first interview request from Tom Letz at KOMY. The call came on Wednesday afternoon, November 27 so I arranged for him to talk with Grace Mitchell.

VOICE

LIBRARY

NEWS

Tom Honig, City Desk
Santa Cruz Sentinel
207 Church Street
Santa Cruz, CA 95060

Bud O'Brien
Register-Pajaronian
1000 Main Street
Watsonville, CA 95076

Editor
Good Times
P. O. Box 1139
Santa Cruz, CA 95061

Buz Bezore
Santa Cruz Express
118 A Union Street
Santa Cruz, CA 95060

Kevin Samson
The News
P. O. Box 8424
Santa Cruz, CA 95061

Bay Views
P. O. Box 320
Freedom, CA 95019

Richard Palmer
The Valley Press
P. O. Box VI
Felton, CA 95018

Lee Quarnstrom/ Bob Levy
San Jose Mercury News
1211 Pacific Avenue
Santa Cruz, CA 95060

Bill Watson
The Green Sheet
P. O. Box 246
Capitola, CA 95010

Larry Mauter
Scotts Valley Banner
P. O. Box 66719
Scotts Valley, CA 95066

News Editor
City on a Hill
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Dick Little
KSCO Radio
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News Director
KUSP Radio
P. O. Box 423
Santa Cruz, CA 95061

News Director
KOMY Radio
P. O. Box 778
Watsonville, CA 95077

Gary Gabriel
KMST-TV
200 7th Avenue #101
Santa Cruz, CA 95062

KSBW-TV 8
Tom Manheim
541 Capitola Rd Ext.
Santa Cruz, CA 95062

Bruce Bratton
Swanton Road
Davenport, CA 95017

Doug McVaden
KRUZ-TV 6
1107 Water Street
Santa Cruz, CA 95062

FOR IMMEDIATE RELEASE Contact: Melody Quarnstrom

Labor Market Survey to Be Conducted

Several city and county agencies have joined forces to conduct a labor market survey to assess labor needs of the future within Santa Cruz County.

Dubbed "Project Employment", Cabrillo Community College, the Santa Cruz Private Industry Council, the Employment Development Department and Santa Cruz area Chambers of Commerce have sponsored the effort.

More than 2,500 county businesses will be queried to determine the number of expected new hires, type of employment and training programs required by employers. In addition, information about the number of minorities working within Santa Cruz County will also be sought.

"We know there are employers within the county needing skilled employees and county residents needing skills--and we want our vocational education training to represent the real needs of the people in our community," said Cabrillo College Dean of Instruction Claire Biancalana.

College Researchers Joe Giallo and Kay McDougall are overseeing the project, which they estimate will take approximately one year to complete. For more information, call 479-6512 or 479-5622.

CABRILLO COLLEGE NEWS

Public Information Office • 6500 Soquel Drive, Aptos, CA 95003 • (408) 479-6337

FOR IMMEDIATE RELEASE Contact: Melody Quarnstrom

Project Employment Moves Ahead

More than 2,500 county businesses will be queried during the next few months to determine the number of expected new hires, type of employment and training program required by employers.

The survey, dubbed "Project Employment," has already generated a "phenomenal response," said Vice President, Instruction Grace Mitchell. "The pre-test questionnaire for this project has received an extraordinary 40 percent return rate and the final survey will be mailed to employers in mid-January."

"We know there are employers within the county needing skilled employees and county residents needing skills--and we want our vocational education training to represent the real needs of the people in our community," said Cabrillo College Dean of Instruction Claire Biancalana.

Cabrillo College
6500 Soquel Drive
Aptos, California 95003

BACKGROUNDER

Where the jobs are in Santa Cruz County and how to best train Santa Cruz County residents for those occupations is the subject of a year-long research project currently in progress by two Cabrillo College researchers.

A task force representing the Santa Cruz County's Chambers of Commerce, Private Industry Council, Employment Development Department and Cabrillo College will advise project researchers Joe Giallo and Kay McDougall.

Questionnaires will be mailed to 2,500 employers within the county, the results of which will be used to "Initiate, modify, expand, or delete specific occupational programs for both Cabrillo College and the Private Industry Council," said Cabrillo College Vice President, Instruction, Grace Mitchell.

The project, made possible by a $50,000 Job Training Partnership Act (JPTA) grant, will determine:

* Current characteristics of labor market
* Current employment opportunities
* Future areas of employment growth
* Training facilities within the county

Results of the survey will be available in June. For more information, contact Joe Giallo or Kay McDougall at 479-6512 or Grace Mitchell 479-6451.

Cabrillo Community College District
(408) 479-6100 • 688-2075

Cabrillo College
6500 Soquel Drive
Aptos, California 95003

January 10, 1986

Mr. Gary Patton
Chairman, Santa Cruz County Board of Supervisors
Governmental Center
701 Ocean Street
Santa Cruz, CA 95060

Dear Mr. Patton;

We are requesting assistance from the Board of Supervisors to help make employers in Santa Cruz County aware of Project Employment.

As you know, during the week of January 27th questionnaires will be sent to 2500 employers in our county. We are asking that the Board of Supervisors, prior to this date, send these employers an introductory letter about the importance of Project Employment and the need for them to complete and return the questionnaire.

In addition, we are asking that a Proclamation encouraging participants in Project Employment be presented by you at the next Board of Supervisors meeting.

These actions by you and the Board of Supervisors will help immensely in our attempt to obtain the most comprehensive and representative information about employment and training needs in Santa Cruz County.

Thanks again for your initial encouragement and continued support.

Sincerely,

Kay McDougall Joe Giallo

Kay McDougall, Joe Giallo
Cabrillo College Researchers

JG/td

Cabrillo Community College District • (408) 425-6000 • 688-2075

BOARD OF SUPERVISORS
(408) 425-2201

GOVERNMENTAL CENTER

COUNTY OF SANTA CRUZ

701 OCEAN STREET SANTA CRUZ CALIFORNIA 95060-4069

DAN FORBUS (FIRST DISTRICT)
ROBLEY LEVY (SECOND DISTRICT)
GARY A. PATTON (THIRD DISTRICT)
E. WAYNE MOORE, JR. (FOURTH DISTRICT)
JOE CUCCHIARA (FIFTH DISTRICT)

AGENDA: 1/14/86

January 13, 1986

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

RE: PROJECT EMPLOYMENT SURVEY

Dear Members of the Board:

Attached is a letter from Cabrillo College's Project Employment, requesting the Board's assistance with a survey that the College is undertaking on the County's occupational and labor market needs. Also included is background material and a draft letter to employers.

It seems appropriate for our Board to provide assistance with this survey as proposed. Therefore, I recommend that the Board of Supervisors direct the Chairperson to write a letter to County employers as requested by Project Employment.

Very truly yours,

GARY A. PATTON, Supervisor
Third District

GAP:ted
Attachment

cc: Kay McDougall/Joe Giallo
Private Industry Council
Human Resources Agency Administrator

1338U

Santa Cruz County Board of Supervisors

Proclamation

SUPPORTING "PROJECT EMPLOYMENT"

WHEREAS, Cabrillo College has received a Job Training Partnership Act (JTPA) grant for $50,000 entitled "Project Employment" for Santa Cruz County; and

WHEREAS, this grant has the support of the Santa Cruz County Private Industry Council, Santa Cruz area Chambers of Commerce, the Employment Development Department and the Human Resource Agency; and

WHEREAS, this grant is to assess and evaluate the current employment and training needs of employers in Santa Cruz County; and

WHEREAS, the research findings from this grant will assist the Private Industry Council in meeting projected employment and training needs; and

WHEREAS, the results will meet other community needs by identifying the most appropriate training providers.

NOW, THEREFORE, I, Gary A. Patton, Chairperson of the Santa Cruz County Board of Supervisors, hereby proclaim the support of the Santa Cruz County Board of Supervisors for the Cabrillo College JTPA grant entitled "Project Employment," and urge employers in Santa Cruz County to participate in "Project Employment" which will assess county-wide employment and training needs.

1850

GAPatton
Chairperson, Board of Supervisors

January 23, 1986
Date

BOARD OF SUPERVISORS
(408) 425-2201

COUNTY OF SANTA CRUZ

GOVERNMENTAL CENTER
701 OCEAN STREET SANTA CRUZ, CALIFORNIA 95060-4069

DAN FORBUS (FIRST DISTRICT)
ROBLEY LEVY (SECOND DISTRICT)
GARY A. PATTON (THIRD DISTRICT)
E. WAYNE MOORE, JR. (FOURTH DISTRICT)
JOE CUCCHIARA (FIFTH DISTRICT)

January 24, 1986

Dear Employer:

Within the next 2 weeks you will receive a questionnaire from the Project Employment Task Force.

This comprehensive labor market study of our County is jointly sponsored by Santa Cruz County's Chambers of Commerce, Private Industry Council, Employment Development Department, Cabrillo College and Santa Cruz County.

The project, made possible by a $50,000 Job Training Partnership Act (JTPA) grant, will determine:

*Current characteristics and composition of the labor market
*Current employment and training needs
*Future expectations of employment and training requirements
*Training facilities within the County

The long-range goal of the project is to create a greater pool of appropriately trained personnel in Santa Cruz County.

We, the Board of Supervisors of Santa Cruz County, request your assistance in making this project successful. Your input is important in determining how the $9 million of training funds annually coming to Santa Cruz County will be spent.

Please, when you receive the Project Employment Survey, take the few minutes necessary to complete the questionnaire. Your participation will help you, your business, other employers and our community.

If you would like additional information about the project and you do not receive a questionnaire by the second week in February, please call the Researchers at Cabrillo College, Ms. Kay McDougall at 479-6522 or Dr. Joe Giallo at 479-6512.

Sincerely,

GARY A. PATTON, Chairperson
Board of Supervisors

GAP:ss

SACRAMENTO OFFICE
STATE CAPITOL
SACRAMENTO CA
95814
(916) 445-8496 ☐

DISTRICT OFFICES
MONTEREY COUNTY
1200 AGUAJITO ROAD
MONTEREY CA 93940
(408) 646-1980 ☐

SANTA CRUZ COUNTY
701 OCEAN STREET
SANTA CRUZ, CA 95060
(408) 425-1503 ☐

Assembly
California Legislature

SAM FARR

REPRESENTING SANTA CRUZ AND MONTEREY COUNTIES

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- INVESTMENT & TOURISM
- HIGHER EDUCATION

MEMBERSHIPS
- NATIONAL CONFERENCE OF STATE LEGISLATURES
  - ARTS TOURISM & CULTURAL RESOURCES COMMITTEE
- RURAL CAUCUS

March 18, 1986

Dear Business Leader:

Several weeks ago you should have received a questionnaire from the Project Employment Task Force of Cabrillo College. Your company was carefully selected to participate in the labor market survey and I encourage your assistance in this important project.

The labor market survey will result in valuable information on employment and training in Santa Cruz County. I urge your immediate reply by completing the survey.

For further information or a duplicate questionnaire please phone the researchers at 479-6522.

Thank you for your support.

Sincerely,

Sam Farr

SAM FARR
Member of the Assembly

OCCUPATIONAL/LABOR MARKET NEEDS ASSESSMENT MODEL DEVELOPED by CABRILLO COLLEGE

With the support of the Santa Cruz area Chamber of Commerce, Private Industry Council, and Employment Development Department, Cabrillo College received a $50,000 Job Training Partnership Act (JTPA) Grant (April, 1985) to: (1) assess and evaluate the current employment and training needs of employers in Santa Cruz County; (2) recommend to the Private Industry Council those findings which will help meet projected employment and training needs; and (3) meet community needs by identifying the most appropriate occupational training providers. Two research studies will be used to implement the project: (1) the Cabrillo College Occupational Needs Assessment (CCONA) and (2) the Labor Market Needs Assessment (PROJECT EMPLOYMENT).

Dr. Grace N. Mitchell, Vice President for Instruction commented on the studies, "*The long range goal of both research projects is to provide a greater pool of trained personnel to meet labor market demands in Santa Cruz County.*" The **objectives** of the assessment studies are to determine:

- The current characteristics and composition of the labor market in Santa Cruz County.
- Current employment and training needs of the labor market in Santa Cruz County.
- Future expectations of employment and training needs in Santa Cruz County.
- Appropriate training providers for Santa Cruz County.
- How familiar the labor market is with the occupational training programs at Cabrillo College. Currently 22 occupational programs are offered by Cabrillo.
- If current occupational training programs at Cabrillo College are meeting the demand for educational and occupational training in Santa Cruz County.
- The degree of satisfaction with and attitudes toward the occupational programs at Cabrillo College.

How will the results of the project be used by Cabrillo College? Dr. Mitchell stated, "*It is the intent of the Cabrillo College Occupational Needs Assessment to identify the employment and training needs of business and industry in Santa Cruz County and to determine how employers from specific occupational program areas view the appropriate training programs at Cabrillo College. Data from this study will be used to initiate, modify, expand, or delete specific occupational programs.*" *In addition the research will provide the college with information necessary to systematically develop a strategy that will aid in meeting the occupational training needs of the community.*

• RESEARCH DESIGN

The research model design has two phases: (1) general employer survey and (2) specific occupation survey. Phase I will gather data from a comprehensive listing of 21,850 businesses and professional services in Santa Cruz County. Sampling procedures will be utilized (multistage cluster sampling by stratification). This will result in a cluster size of approximately 250 employers and an overall sample of approximately 2,500 employers in Santa Cruz County. Phase II consists of employers who responded from Phase I and other employers who are important to the analysis of the Cabrillo College occupational programs. Areas to be surveyed during the 1985/86 academic year include: administration of justice; industrial technology, solar energy; fire protection technology; early childhood education; accounting and general business; banking and finance; and business data processing.

• MEASUREMENT

Self-administered questionnaires will be used to obtain the data to address the research objectives. Phase I information will contain data on demographics, characteristics and composition of the labor market in Santa Cruz County, and projected needs of the Santa Cruz County labor market. Phase II will obtain data on area training providers, employers familiarity with occupational programs at Cabrillo College, employment and training needs of occupational programs at Cabrillo, and the degree of satisfaction of employers towards those programs.

• DATA ANALYSIS

After a coding process is completed for storage of information into a data base for data processing, a univariate analysis will be conducted where each variable or questionnaire item is analyzed one at a time. Frequency distributions, summary averages (mode, median and mean), standard deviations, and sub-group comparisons will be performed to describe the sample population. Further analysis will be performed to explain the relationships between specific variables (bivariate analysis). Dr. Mitchell provided an example of how this research can be used to assess the college's occupational programs' effectivenesses as viewed by employers, "*What is the relationship between satisfaction with the occupational programs at Cabrillo and type of industry (public or private)? From this cross-tabulation, we would determine the proportion of public and private industry that was satisfied or dissatisfied with the occupational programs at Cabrillo.*"

Serving as project researchers are ***Joe Giallo*** and ***Kay McDougall.*** For specific information regarding the research design, contact ***Dr. Mitchell and the researchers at Cabrillo College (408/479-6512).***

PROJECT
EMPLOYMENT

Task Force

Jack Boone
Scotts Valley Chamber of Commerce

Frank Cooper
County Office of Education

JoAnne Diott
Santa Cruz County Personnel

Don Driscoll
Driscoll Strawberry Associates

Sam Farr
Assemblyman 28th District

Lupe Flores
Lupes House of Beauty

Mel Haber
Haber's Home Furnishings

L. Marc Hamel
Dream Inn

David Kaun
University of California Santa Cruz

Tad Kimoto
Employment Development Department

David Lyng
Capitola Chamber of Commerce

Charles Mackh
Dominican Hospital

Susan Mauriello
Human Resources Agency

Sherry Mehl
Farm Bureau

Henry Mello
Senator 17th District

Rudy Navarro
Santa Cruz County Affirmative Action

Ward Noland
Convention and Visitors Bureau

Gary Patton
County Supervisor 3rd District

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Richard Swanson
Medical Marketing

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Raytek Incorporated

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Cabrillo Community College

Employment Development Department

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Santa Cruz Area Chambers of Commerce

Santa Cruz Private Industry Council

Cabrillo College Coordinating Staff

Grace Mitchell

Claire Biancalana

Jack Turner

Joe Giallo

Kay McDougall

Dr. James G. Mitchell
President, NORCAL Research Group
Butte College
3536 Butte Canyon Drive
Oroville, CA 95965

April 11, 1986

Dear Dr. Mitchell:

We have attached an update of the Occupational/Labor Market Assessment Model developed by Cabrillo College for inclusion in the May issue of Inquiry in the "Whats Happening" column. As you requested, we will bring a second copy of the update to you at Asilomar.

Thank you for your assistance in making the information available to our colleagues.

Sincerely,

Kay McDougall
Cabrillo College Researcher

Joe Giallo
Cabrillo College Researcher

KM,JG/td

6500 SOQUEL DRIVE, APTOS, CA 95003
(408)479-6522

PROJECT EMPLOYMENT

INQUIRY UPDATE

Cabrillo College Research
Progress Report

The Occupational/Labor Market Needs Assessment Model developed by Cabrillo College was designed to assess and evaluate the current employment and training needs as perceived by employers in Santa Cruz County and to determine employers' familiarity and satisfaction with the college's occupational programs. The two research studies used to implement this project are (1) the Labor Market Needs Assessment (Project Employment) and (2) the Cabrillo College Occupational Needs Assessment (CCONA).

Project Employment is nearing completion. The instrument was pretested prior to actual administration of the questionnaire. Employers sampled in the pretest were randomly selected from the Santa Cruz County telephone book. 250 employers were selected for the pretest. After analysis, the modified questionnaire was distributed to a stratified random sample of 2,500 businesses and services. Presently, telephone follow-up is being conducted and data collection will be completed within the month. Statistical analysis and preliminary study results will be compiled by May 30th and the final research document is expected to be completed in early July 1986.

Eight Cabrillo College occupational programs were scheduled to be analyzed in the CCONA study during the 1985/86 academic year. Those employers in Santa Cruz County who are served by Cabrillo's dental assisting, early childhood education, administration of justice and electronics technology programs were surveyed by mail questionnaires. Data collection and analysis of these areas has been completed. The remaining four programs are in various stages of completion.

Task Force

Jack Boone
Scotts Valley Chamber of Commerce

Frank Cooper
County Office of Education

JoAnne Diott
Santa Cruz County Personnel

Don Driscoll
Driscoll Strawberry Associates

Sam Farr
Assemblyman, 28th District

Lupe Flores
Lupes House of Beauty

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Habers Home Furnishings

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Santa Cruz Chamber of Commerce

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Employment Development Department

Human Resources Agency

Santa Cruz Area Chambers of Commerce

Santa Cruz Private Industry Council

Cabrillo College Coordinating Staff

Grace Mitchell
Vice President, Instruction

Claire Biancalana
[illegible]

Jack Turner
[illegible]

Joe Gallo
[illegible]

Kay McDougal
[illegible]

6500 SOQUEL DRIVE, APTOS, CA 95003
(408)479-6522

Cabrillo College
6500 Soquel Drive
Aptos, California 95003

ABSTRACT
CCONA and PROJECT EMPLOYMENT

In March of 1985, Cabrillo College's institutional researchers were requested to develop plans for a needs assessment of current and future occupational programs at Cabrillo College. The Cabrillo College Occupational Needs Assessment (CCONA) is designed to identify the employment and training needs of business and industry in Santa Cruz County. The goal of this research is to determine how employers from specific occupational program areas view the appropriate training programs at Cabrillo College. The data from this study will provide the college with information necessary to systematically develop a plan for meeting the occupational training needs of the county. As a result, new occupational programs may be initiated, current programs modified or expanded and outdated program components deleted.

In addition to the CCONA study, Cabrillo College with the support of the Santa Cruz County Private Industry Council, Human Resource Agency, the area Chambers of Commerce and Employment Development Department, applied for and received a $50,000 JTPA grant. This grant allows the college to coordinate with business and industry to develop an extensive needs assessment of the labor market in Santa Cruz County (*Project Employment*). With the advisement of a county-wide task force, we have developed an outreach model to contact private and public employers for their perceptions and opinions regarding present and future employment opportunities.

The Cabrillo College Occupational Needs Assessment (CCONA) and *Project Employment* will be conducted during the 1985-86 academic year. The over-all objectives for these programs will be to: (1) assess and evaluate the current employment and training needs of employers in Santa Cruz County; (2) present recommendations of business and industry leaders which will help the Private Industry Council meet projected employment and training needs; and (3) meet community needs by identifying the most appropriate occupational training providers. The long range goal of both research projects is to provide a greater pool of trained personnel to meet labor market demands in Santa Cruz County.

Cabrillo Community College District
(408) 479-6100 • 688-2075

Cabrillo College
6500 Soquel Drive
Aptos, California 95003

PROJECT EMPLOYMENT
OCCUPATIONAL/LABOR MARKET NEEDS ASSESSMENT DEVELOPED BY CABRILLO COLLEGE

With the support of the Santa Cruz area Chambers of Commerce, Private Industry Council, Employment Development Department, and the Human Resource Agency, Cabrillo College received a $50,000 Job Training Partnership Act (JTPA) Grant (April, 1985) to:

(1) assess and evaluate the current employment and training needs of employers in Santa Cruz County;
(2) recommend to the Private Industry Council those findings which will help meet projected employment and training needs; and
(3) meet community needs by identifying the most appropriate occupational training providers.

Two research studies will be used to implement the project: (1) the Cabrillo College Occupational Needs Assessment (CCONA) and (2) the Labor Market Needs Assessment (PROJECT EMPLOYMENT).

The long range goal of both research projects is to provide a greater pool of trained personnel to meet labor market demands in Santa Cruz County.

The **objectives** of the PROJECT EMPLOYMENT study are to determine:

- The current characteristics and composition of the labor market in Santa Cruz County.
- Current employment and training needs of the labor market in Santa Cruz County.
- Future expectations of employment and training needs in Santa Cruz County.
- Appropriate training providers for Santa Cruz County.

It is the **intent** of PROJECT EMPLOYMENT to identify the employment and training needs of business and industry in Santa Cruz County and then to develop a plan to initiate, modify, expand, or delete specific occupational programs. In addition the research will provide the Private Industry Council with information necessary to systematically develop a strategy that will aid in meeting the occupational training needs of the community.

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The **research design** for PROJECT EMPLOYMENT utilizes a self administered employer questionnaire. Data will be gathered from a comprehensive listing of 21,850 businesses and professional services in Santa Cruz County. Sampling procedures will be utilized (multistage cluster sampling by stratification). This will result in a cluster size of approximately 250 employers and an overall sample of approximately 2,500 employers in Santa Cruz County. A univariate data analysis will be performed where each variable or questionnaire item is analyzed one at a timne. Further analysis will be performed to explain the relationship between specific variables (bivariate analysis). The ultimate goal of the analysis will be to determine the overall employment and training needs of the business leaders in Santa Cruz County.

Business leaders in our community will be benefitted in the following ways:

- They will learn valuable information about the workforce in Santa Cruz County
- They will learn which training programs provide the best personnel
- They will be able to influence decisions regarding training
- They will obtain results of the study upon completion

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